

<b>TABLE OF CONTENTS</b> <b>2018 BUSINESS PLANS &amp; BUDGETS</b> <b>GENERAL PROPERTY TAX REQUIREMENTS</b>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>2018 BUSINESS PLANS &amp; BUDGETS</b>	
<b>Works</b>	
General Tax.....	3
Regional Headquarters.....	208
Solid Waste Management.....	215
<b>Health</b>	
Public Health .....	276
Paramedic Services .....	323
<b>Social Services</b>	
Emergency Management and Program Support Services.....	351
Social Assistance.....	364
Children’s Services.....	398
Family Services .....	479
Housing Services .....	507
Long Term Care Administration .....	535
Fairview Lodge.....	546
Hillsdale Estates.....	572
Hillsdale Terraces .....	599
Lakeview Manor .....	626
Adult Day Program.....	652
<b>Planning and Economic Development</b>	
Planning.....	658
Economic Development & Tourism.....	694
<b>Finance &amp; Administration</b>	
Regional Council.....	731
Regional Chair’s Office.....	738
Chief Administrative Officer.....	746
Corporate Services – Legal Services .....	766
Corporate Services – Legal Services – Provincial Offences Act.....	775
Corporate Services – Human Resources .....	790
Corporate Services – Information Technology.....	810
Corporate Services – Legislative Services .....	851
Durham Emergency Management Office (DEMO) .....	877
Emergency 9-1-1 Telephone System.....	889
Non-Departmental.....	895
Finance.....	928

<p><b>TABLE OF CONTENTS</b>  <b>2018 BUSINESS PLANS &amp; BUDGETS</b>  <b>GENERAL PROPERTY TAX REQUIREMENTS</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>2018 BUSINESS PLANS &amp; BUDGETS (Continued)</b>	
Conservation Authorities.....	968
Durham Regional Police Service.....	1043
Durham Region Transit.....	1119
Durham Regional Local Housing Corporation (DRLHC).....	1162
Provincial Download Services.....	1174
<b>2018 FEES AND CHARGES .....</b>	<b>1203</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>WORKS – GENERAL TAX</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>5</b>
<b>PROGRAM SUMMARY .....</b>	<b>9</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>12</b>
<b>PROGRAM DETAILS</b>	
1. Winter Control.....	16
2. Roadside Maintenance.....	19
3. Storm Sewers .....	22
4. Traffic – Signals & Systems.....	24
5. Traffic – Signs, Markings and Roadside Protection .....	27
6. Traffic – Engineering and Central Control Systems.....	30
7. Engineering and Staff Support.....	33
8. Facilities Management.....	39
9. Regional Forest .....	43
10. Depot Operations .....	45
11. Fleet Operations .....	48
12. Fleet Clearing .....	51
13. Payroll Clearing .....	53
14. Administration.....	55
15. Headquarters Shared Cost.....	57

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>WORKS – GENERAL TAX</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>16. TANGIBLE CAPITAL ASSET PROGRAM SUMMARY .....</b>	<b>59</b>
1. Tangible Capital Assets - New.....	60
2. Tangible Capital Assets - Replacement.....	61
3. TCA - Construction .....	64
a. 2018 Construction Program.....	65
b. 2019 Construction Program.....	68
c. 2020 Construction Program.....	71
d. 2021 Construction Program.....	73
e. 2022 Construction Program.....	75
f. 2023 Construction Program.....	77
g. 2024 Construction Program.....	79
h. 2025 Construction Program.....	81
i. 2026 Construction Program.....	83
j. 2027 Construction Program.....	85
k. 2018 Construction Budget Project Details .....	87
l. 2018 Capital Budget and Nine Year Forecast .....	178



**2018 Business Plan**

**Works - General Tax**

**Major Services & Activities**

**Winter Control**

- ◆ Reduce the hazards of winter conditions to motorists and pedestrians by responding to winter events in a timely manner through anti-icing, ploughing, sanding and salting activities.

**Roadside Maintenance**

- ◆ Maintain the Regional Road System in an efficient and cost effective manner and to reduce or eliminate hazards to vehicular traffic through road surface repair, vegetation control and litter collection.

**Transportation Planning and Design**

- ◆ Provision of Transportation Planning and Design Services that enable the Region to operate a safe and efficient Regional Road System that balances mobility requirements with the needs of its member municipalities.
- ◆ Preparation of long range Transportation Plans and Asset Management Strategies, the Transportation Masterplan, and the Roads Development Charge By-Law.
- ◆ Development of traffic control plans and the design, manufacture, setup and maintenance of detour routing signage for capital and related roadway construction projects.

**Traffic Systems**

- ◆ Design, manufacture, install and maintain the network of traffic control signals, warning devices, road signage, Intelligent Transportation Systems, closed circuit television and associated communication infrastructure to ensure the safe and efficient movement of vehicular and pedestrian traffic.
- ◆ Installation and maintenance of guardrail and cable rail devices to ensure positive guidance and roadside protection.
- ◆ Undertake site-specific road safety audits and vehicle accident investigations to determine the potential impacts of implementing additional safety measures.
- ◆ Management of the transportation system and related assets in order to preserve system capacity and integrity from a strategic and asset management perspective.



**2018 Business Plan**

**Works - General Tax**

**Major Services & Activities (continued)**

**Linear Infrastructure**

- ◆ Maintenance of the linear infrastructure data of the existing Water Supply, Sanitary Sewerage and Storm Sewer Systems using leading edge Geographic Information System (GIS) technology services designed for internal and external users.
- ◆ Tender, award and manage contracts including quality control, quality assurance and materials testing and inspection work required to complete various Regional infrastructure projects.

**Facilities Management**

- ◆ Design, construct, manage and maintain corporate facilities including preventative maintenance and emergency repairs, space requirements analysis, office design and relocation, capital project management, construction oversight, building condition assessments, asset management strategy development and building security and life safety services.

**Real Estate**

- ◆ Procurement and management of real estate interests for the Region including property leases, easements and land acquisition required for the construction of municipal infrastructure.

**Storm Sewers**

- ◆ Prevent unnecessary damage to public and private properties, and pollution to the environment through the operation and maintenance of the Regional storm sewer collection system.

**Regional Forest**

- ◆ Management of contracted services to provide forestry management services for the Regional Forest tracts.

**Regional Fleet Vehicles**

- ◆ Management of all Regional fleet vehicles and equipment (excluding Police and Transit) to comply with the Highway Traffic Act and the Commercial Vehicle Operators Registration Program.



**2018 Business Plan**

**Works - General Tax**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal B.1 - Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities**

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Update the Transportation Master Plan to include active transportation, including the Regional cycling network.
- ◆ Develop strategic measures and infrastructure to support integrated mobility throughout the Region.

**Strategic Goal C.3 - Ensure that Regional transportation infrastructure is functional, integrated, reliable and barrier-free to support the movement of residents to work, school, and local services.**

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Develop strategies to implement the objectives outlined in the Transportation Master Plan and Transit Service Strategy.
- ◆ Develop strategic measures and infrastructure to support integrated mobility throughout the Region.

**Strategic Goal C.4 - Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.**

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Plan, forecast and manage provision, operation, maintenance and capital costs for existing and new infrastructure.
- ◆ Rationalize road jurisdiction and management in partnership with local municipalities.

**Strategic Goal C.5 - Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.**

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities.
- ◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.



**2018 Business Plan**

**Works - General Tax**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>A.1</b>	Propel the business and investment climate forward in Durham Region to enable more local employment.	
<b>A.5</b>	Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.	
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the region.	
<b>C.2</b>	Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of Regional programs and services.	
<b>D.3</b>	Improve communication and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	



## PROGRAM SUMMARY



### 2018 Business Plan

### Works - General Tax

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Winter Control	9,940	9,751	9,822	193	10,015
2 Roadside Maintenance	4,485	4,400	4,471	(16)	4,455
3 Storm Sewers	249	216	222	35	257
4 Traffic - Signals and Systems	1,829	1,759	1,798	120	1,918
5 Traffic - Signs, Markings and Roadside Protection	1,811	1,760	1,787	45	1,832
6 Traffic - Engineering and Central Control Systems	2,846	2,641	2,708	186	2,894
7 Engineering and Staff Support	3,687	4,011	4,171	(275)	3,896
8 Facilities Management	2,732	3,073	3,003	90	3,093
9 Regional Forest	-	-	-	-	-
10 Depot Operations	3,931	3,962	4,043	26	4,069
11 Fleet Operations	-	-	-	-	-
12 Fleet Clearing	-	-	-	-	-
13 Payroll Clearing	-	-	-	-	-
14 Administration	412	405	414	-	414
15 Headquarters Shared Cost	594	594	545	60	605
<b>Operating Subtotal</b>	<b>32,516</b>	<b>32,572</b>	<b>32,984</b>	<b>464</b>	<b>33,448</b>

## PROGRAM SUMMARY



### 2018 Business Plan

### Works - General Tax

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>16 Tangible Capital Assets:</b>					
1R Facilities Management - New	25	25	-	205	205
2R - Replacement	368	368	125	-	125
3R Fleet and Equipment - New	45	45	-	239	239
4R - Replacement	3,872	3,872	3,889	4,005	7,894
5R Construction of Municipal Services	6,160	6,160	6,160	45	6,205
<b>Tangible Capital Assets Subtotal</b>	<b>10,470</b>	<b>10,470</b>	<b>10,174</b>	<b>4,494</b>	<b>14,668</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
6R Fleet and Equipment-Recovery from Reserve/Reserve Fund	(3,670)	(3,670)	(3,710)	(4,005)	(7,715)
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>(3,670)</b>	<b>(3,670)</b>	<b>(3,710)</b>	<b>(4,005)</b>	<b>(7,715)</b>
<b>Net Tangible Capital Assets</b>	<b>6,800</b>	<b>6,800</b>	<b>6,464</b>	<b>489</b>	<b>6,953</b>
<b>Net Program Expenses</b>	<b>39,316</b>	<b>39,372</b>	<b>39,448</b>	<b>953</b>	<b>40,401</b>
<b>Summary of Increase (Decrease)</b>			\$76	0.19%	\$1,029
					2.61%

## PROGRAM SUMMARY



### 2018 Business Plan

### Works - General Tax

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	1,532	Economic increases
Salaries & Benefits	229	Annualization (3.9 positions)
Salaries & Benefits	15	2018 Position upgrades (1.0 position)
Operating Expenses	(43)	Utility savings
Operating Expenses	(34)	Inflationary increases (other)
Fees & Service Charges	(51)	Inflationary increases
Minor Assets & Equipment	7	Increased requirements
Major Repairs & Renovations	(76)	Remove one-time items (various)
Tangible Capital Assets - New/Replacement	(336)	Remove one-time items (various)
<b>Increased Recoveries:</b>		
Capital Program & Interdepartmental	(745)	Economic increases
Water Supply	(318)	Economic increases
Sanitary Sewer	(104)	Economic increases
	76	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Works - General Tax

\$ 000's

#### Maintenance Operations

##### Winter Control

<ul style="list-style-type: none"> <li>◆ Increase in ploughing related to growth in lane kilometres due to completed Regional road widening projects, increased material requirements due to more frequent application of brine and salt to maintain safe roadways and projected storm response requirements resulting from changing weather patterns</li> </ul>	65
<ul style="list-style-type: none"> <li>◆ Increase in call-out costs resulting from a new winter maintenance contract beginning November 2018 (\$377k). Costs include contract cost, fuel, materials and the addition of five plow trucks and two loaders. This cost is partially offset by a decrease in standby costs reflected in the new contract (-\$165k)</li> </ul>	212
<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements, including; ploughing undertaken for area municipalities (-\$15k), snow removal (-\$29k), snow fencing (-\$16k), winter road supervision (-\$34k), winter road patrol (\$55k), drainage (-\$28k) and spring cleaning (-\$17k)</li> </ul>	(84)
	<b>193</b>

##### Roadside Maintenance

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements for activities including ditch maintenance (\$20k), bridge maintenance (\$14k), culvert maintenance (-\$36k), litter pickup (-\$22k), and various other roadside maintenance activities (\$8k)</li> </ul>	(16)
	<b>(16)</b>

##### Storm Sewers

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements related to various storm sewer maintenance activities, including maintenance of oil grit separators</li> </ul>	35
	<b>35</b>

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Works - General Tax

\$ 000's

#### Traffic Operations

##### Signals and Systems

- ◆ Adjustments to reflect actual costs and forecasted requirements for regular signal maintenance (\$33k), vehicle loop repairs (\$29k), electronic bench repair (-\$80k), monitor testing (\$57k), locates (\$72k) and various other traffic signals and systems activities (\$9k) 120

**120**

##### Signs, Markings and Roadside Protection

- ◆ Adjustments to reflect actual costs and forecasted requirements related to various signs, markings and roadside protection activities 45

**45**

##### Engineering and Central Control Systems

- ◆ Increase in Traffic Data Management, including the amalgamation of the Traffic Collision Program into this activity, and to address the growing demand for safety reviews/audits and traffic count information 246
- ◆ Decrease in Traffic Engineering and Studies to reflect actual cost and forecasted requirements (21)
- ◆ Amalgamation of the Traffic Collision Program into the Traffic Data Management activity (39)

**186**

#### Engineering and Staff Support

- ◆ Proposed new positions representing 1.358 FTEs, to start July 1st, 2018:
  - ◆ One (1) Inspector 3 in Construction to inspect plant projects to ensure adherence to design, review as-built drawings and to provide quality control. This position will be shared with Water Supply and Sanitary Sewerage (Annualized impact is \$38.0k) (0.358 FTE) 19
  - ◆ One (1) Works Technician 2 in Transportation Design for road design and CAD support, in response to growth in the capital roads program. (Annualized impact is \$99.0k) (1.000 FTE) 50
- ◆ Upgrade of an existing Work Technician 3 to a Project manager in Transportation Design to provide technical and specialized resources to accommodate growing capital programs 45
- ◆ Increase in temporary pay for a new Embedded Energy Manager (\$79k) to identify energy savings in Social Services facilities including Housing and Long Term Care, partially offset by increase in Save on Energy grant funding (-\$30k) 49
- ◆ Increase in temporary pay in Transportation Design to assist with the delivery of the Roads Capital program 153
- ◆ Increase in temporary pay in Financial Services related to records management initiatives 11
- ◆ Increase in recoveries from capital projects due to proposed new positions (-\$53k) and the upgraded position in Transportation Design (-\$34k), temporary pay (-\$167k) and review of historical actuals and forecasted requirements (-\$164k) (418)
- ◆ Reallocation of two (2) existing positions (One (1) GIS Specialist and one (1) Clerk 3) from Traffic Operations to Traffic Payroll Clearing based on the nature of work performed. (169)
- ◆ Increase in software licenses for Traffic Operations, including AutoTURN single site, AutoLUX single, NEXUS single, TORUS single, and AutoCAD licenses 26
- ◆ Adjustments to various accounts in order to reflect actual costs and forecasted requirements, including; overtime and other payroll related costs (-\$76k), uniforms and protective clothing for Traffic (\$33k), small tools equipment for Traffic (\$22k) and various other accounts (-\$20k) (41)

**(275)**

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Works - General Tax

\$ 000's

#### Facilities Management

<ul style="list-style-type: none"> <li>◆ Proposed new positions representing 0.502 FTE, to start July 1st, 2018:                             <ul style="list-style-type: none"> <li>◆ One (1) Policy Analyst to develop and analyze long term facility needs, and assist in planning for capital work to sustain Regional facility assets. This position is shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized impact is \$30.1k) (0.251 FTE)</li> <li>◆ One (1) Project Coordinator to provide updated base building drawings and manage As-Built/Record drawings for Regional facilities. This position is shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized impact is \$24.7k) (0.251 FTE)</li> </ul> </li> <li>◆ Increase in snow removal costs to maintain new north Simcoe Street commuter parking lot</li> <li>◆ Decrease in hoist-related expenses due to change in service contract</li> <li>◆ One time increase in professional fees to fund site master plans at the Ajax, Oshawa, and Sunderland Depots</li> <li>◆ Increase in security guard patrols of vacant properties to prevent theft and vandalism</li> <li>◆ Major repairs and renovation of assets utilized in the provision of services, such as floor drain repairs (\$29k) at Ajax Depot; and installing electric door openers (\$20k) at Oshawa/Whitby Depot</li> <li>◆ Adjustments to various accounts to reflect actual costs and forecasted requirements, including; payroll recoveries (\$86k), building and grounds operations (-\$38k), inter-departmental transfers (-\$88k), and various other accounts (-\$20k)</li> </ul>	<p>15</p> <p>12</p> <p>5</p> <p>(4)</p> <p>60</p> <p>13</p> <p>49</p> <p>(60)</p> <hr style="border: 0.5px solid black;"/> <p><b>90</b></p>
---	---

#### Regional Forest

<ul style="list-style-type: none"> <li>◆ Increase in forecasted expenses by Lake Simcoe Region Conservation Authority due to one time signage upgrades to meet liability and visitor support requirements and reforestation efforts due to declining plantation</li> <li>◆ Decrease in facilities maintenance based on review of actuals and forecasted requirements</li> <li>◆ Decrease in recovery from Regional Forest Reserve based on above decrease in facilities maintenance costs</li> <li>◆ Forecasted increase in revenues generated by forest harvesting activities</li> </ul>	<p>31</p> <p>(3)</p> <p>3</p> <p>(31)</p> <hr style="border: 0.5px solid black;"/> <p>-</p>
---	---

#### Depot Operations

<ul style="list-style-type: none"> <li>◆ Proposed new positions representing 0.700 FTE, to start July 1st, 2018:                             <ul style="list-style-type: none"> <li>◆ One (1) Project Manager in Maintenance Operations to assist the Manager in the delivery of services and to ensure compliance with changing standards and regulations. This position will be shared with Water Supply and Sanitary Sewerage (Annualized impact is \$50.4k) (0.334 FTE)</li> <li>◆ One (1) Maintenance Clerk at Orono Depot to provide clerical support to the depot. This position will be shared with Water Supply and Sanitary Sewerage (Annualized impact is \$31.7k) (0.366 FTE)</li> </ul> </li> <li>◆ Adjustments to various programs to reflect actual costs and forecasted requirements, including; washout repairs (\$16k), machine sweeping (-\$37k), street flushing (-\$15k), overhead supervision (\$25k), summer road patrol (-\$36k) and general overhead (\$5k)</li> <li>◆ Adjustments to various accounts in order to reflect actual costs and forecasted requirements, including; technical training (\$45k), radio communications and GPS (-\$13k), small tools equipment (-\$13k) and various other accounts (\$8k)</li> </ul>	<p>25</p> <p>16</p> <p>(42)</p> <p>27</p> <hr style="border: 0.5px solid black;"/> <p><b>26</b></p>
---	---

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

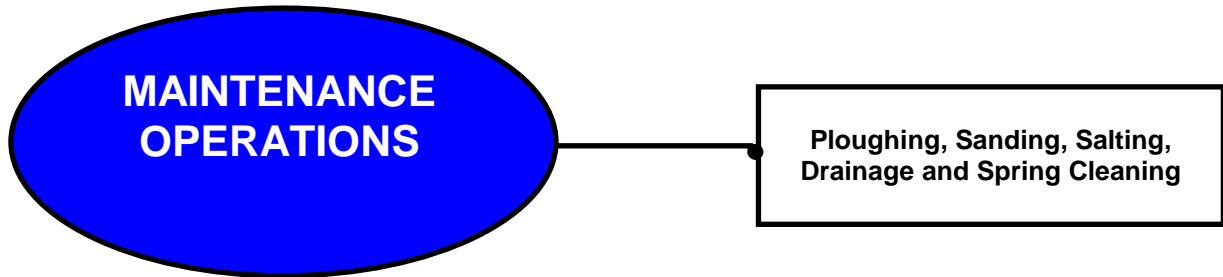
### Works - General Tax

	\$ 000's
<b>Fleet Operations</b>	
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	(33)
♦ Decrease in recoveries associated with above adjustments	33
	-
<b>Fleet Clearing</b>	
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	287
♦ Increase in recoveries associated with above adjustments.	(287)
	-
<b>Payroll Clearing</b>	
♦ Proposed new position representing 1.000 FTE, to start July 1st, 2018:	
♦ One (1) Works Technician 5 in Traffic Operations to provide coordination for major traffic signal installation and modification projects. This position is a conversion of a part-time position to full time (Annualized impact is \$120.6k) (1.000 FTE)	60
♦ Reallocation of two (2) existing positions (One (1) GIS Specialist and one (1) Clerk 3) from Engineering and Staff Support based on nature of work performed	169
♦ Decrease in temporary pay to fund the position conversion noted above.	(60)
♦ Adjustments to temporary pay and overtime pay based on review of historical actuals and to align payroll costs with associated activities in General Tax, Water Supply, and Sanitary Sewerage activities	141
♦ Increase in recoveries associated with new positions, position transfers and increased temporary and overtime costs through distribution throughout General Tax, Water Supply and Sanitary Sewerage activities	(310)
	-
<b>Headquarters Shared Cost</b>	
♦ Works - General Tax share of costs related to the operation and maintenance of Regional Headquarters	60
	60
<b>Tangible Capital Assets</b>	
♦ Program changes include the acquisition of new assets and the replacement of assets related to depot operations, facilities management, fleet, equipment and construction projects, including the construction of municipal services. Refer to capital schedules for detailed information	4,494
♦ Increased recovery from Fleet Reserve for Fleet replacement	(4,005)
	489
<b>Total Program Changes</b>	<b>953</b>



**2018 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ To reduce the hazards of winter conditions to motorists and pedestrians by responding to winter events in a timely manner
- ◆ To reduce economic losses to the community and industry

**Description of Program Activities:**

- ◆ A significant portion of the Region's road network is located in the rural area in northern Durham which is subject to more frequent winter storm events than the southern areas of Durham. The number of events in 2017 by each area depot are:  
Ajax/Pickering - 50, Oshawa/Whitby - 40, Orono - 50, Brock/Sunderland/Uxbridge - 57 and Scugog - 61
- ◆ The operating costs for winter maintenance are influenced by:
  - The frequency and severity of winter storm events and freeze-thaw cycles
  - The extent of the road network located in urban areas
  - The municipality's service threshold for response to a winter storm event
- ◆ Road patrol vehicles are equipped with infrared road temperature sensors, a plow and a sander/salter unit to provide a rapid response to developing road conditions
- ◆ Incorporation of new methods in winter control as identified through the Region of Durham Salt Management Plan including the use of liquids (salt brine) for pre-wetting (wetting granular salt) and anti-icing (spraying brine only). The pre-wet salt application enables salt to work more efficiently. Pre-wetting and anti-icing is performed at all five (5) Regional depots
- ◆ Anti-icing operations include hills, curves, bridges, sheltered areas and intersections prone to frost and "black ice"
- ◆ The Regional road system is composed entirely of arterial roads. Arterial roads face enhanced impacts of higher volumes of traffic and therefore demand and receive a higher level of service than non-arterial roads. On a small portion of the Regional road network winter maintenance services are provided by the local municipalities (Town of Ajax, Town of Whitby and the Municipality of Clarington) and these costs are included in the operating costs per lane kilometre
- ◆ Allowance for 600 truck loads of snow to be removed from the Regional roads where there is insufficient room for snow storage
- ◆ 12,500 m of snow fence will be erected and removed to control snow drifting across Regional roads





**2018 Program Detail**

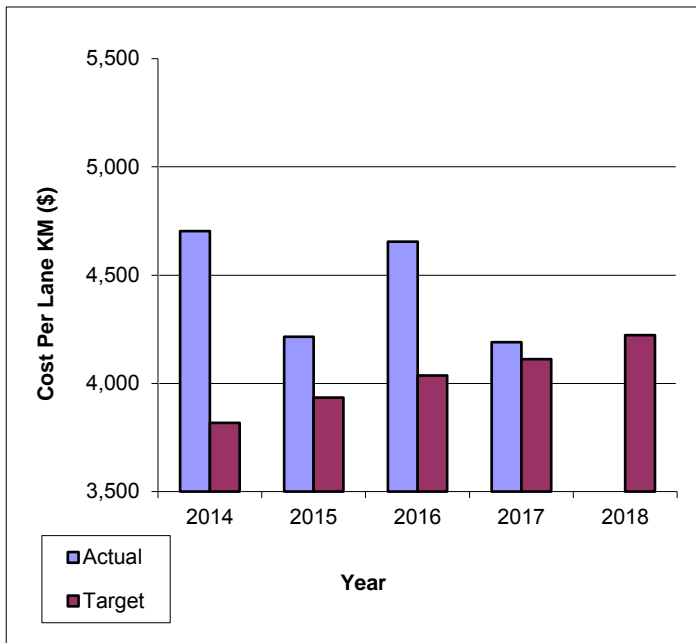
**Works - General Tax**

**Description of Program Resources:**

Resources delivering program services are shared with all activity based maintenance activities in the Water Supply, Sanitary Sewerage and General Tax operating budgets. Resource utilization is charged to the activity based programs through maintenance work orders. Services are delivered through a combination of Regional forces and contracted services.

**Performance Measurements:**

**Efficiency:**



**Winter Operating Cost Per Lane KM**

*The 2016 cost for Winter Operations at \$4,655/km is higher than 2015. This increased cost is reflective of the increased number of winter events that affected Durham Region in 2016*

Costs derived from FIR documentation and trending analysis

**PROGRAM 1  
WINTER CONTROL**



**2018 Program Detail**

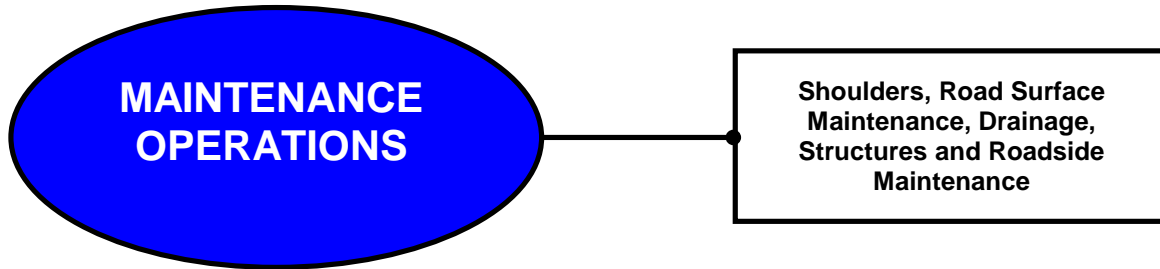
**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Ploughing	4,812	4,710	4,747	65	4,812
Ploughing - Municipal Billing	94	91	91	(15)	76
Snow Removal	96	105	107	(29)	78
Snow Removal-Ditch-Municipal Billing	77	50	51	-	51
Standby - Contract	1,643	1,840	1,840	(165)	1,675
Call Out Contract	1,637	1,504	1,504	377	1,881
Snow Fencing Erection	212	208	213	(16)	197
Winter Road Supervision	217	233	239	(34)	205
Winter Road Patrol	411	334	342	55	397
Drainage	171	205	209	(28)	181
Spring Cleaning	310	268	272	(17)	255
Off Duty Time	91	71	73	-	73
Spring Cleaning - Municipal Billing	51	35	35	-	35
Winter Maintenance Other	118	97	99	-	99
<b>Net Program Expenses</b>	<b>9,940</b>	<b>9,751</b>	<b>9,822</b>	<b>193</b>	<b>10,015</b>



**2018 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ To maintain the Regional Road System in an efficient and cost effective manner, and to eliminate hazards to vehicular traffic

**Description of Program Activities:**

- ◆ The program includes activities related to the maintenance of the 2,372 lane kilometres of paved road surface, and 214 bridges and culverts greater than 3 metres
- ◆ Patching activities cover filling potholes, ruts and depressions utilizing approximately 4,000 tonnes of cold and hot mix asphalt
- ◆ Treatment of shoulders with liquid calcium chloride to control dust as required
- ◆ Priming of shoulders with liquid asphalt to control dust and erosion problems as required
- ◆ Maintenance of roadside visibility and safety, including tree removal and trimming and vegetation control
- ◆ Ditches are cleaned and re-graded as required
- ◆ Entrance culverts are cleaned to remove gravel and vegetation as required/requested, on a cost recovery basis
- ◆ Cleaning of catch basins
- ◆ Mowing of rural roadside grass one swath wide in two mowings per cutting season
- ◆ Mowing of 95 ha of urban boulevards 12 times per cutting season

**Description of Program Resources:**

Resources delivering program services are shared with all activity based maintenance activities in the Water Supply, Sanitary Sewerage and General Tax operating budgets. Resource utilization is charged to the activity based programs through maintenance work orders.

**Performance Measurements:**

- ◆ Depressions or bumps greater than 75 mm over a distance of 3 m or less are corrected
- ◆ Potholes larger than 250 mm in diameter by 60 mm in depth are repaired the same day when possible
- ◆ Shoulder drop-offs are not to exceed 50 mm
- ◆ On rural roads, grass is mowed one swath wide, two mowings per cutting season
- ◆ Grass on back-lot and side yard boulevards in urban areas normally requires 12 mowings per cutting season



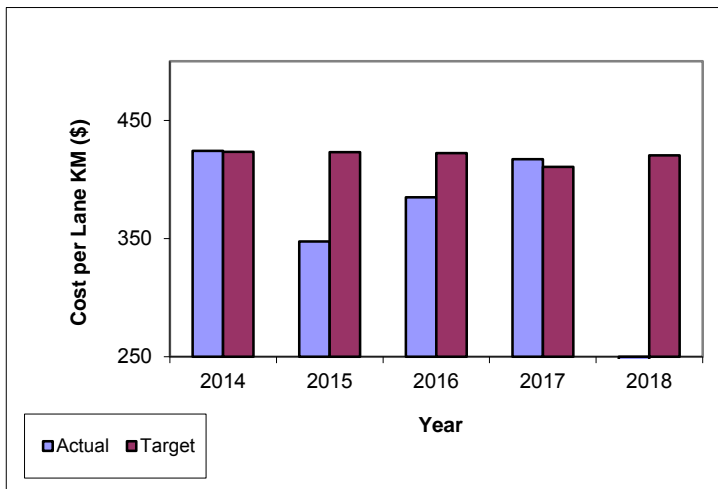
**2018 Program Detail**

**Works - General Tax**

**Performance Measurements: (continued)**

- ◆ Litter is removed from roadsides at least twice a year
- ◆ Culverts are regularly inspected and cleaned of debris
- ◆ All catch basins and inlets are cleaned every year where winter sand is used and once every two years where salt is used for winter maintenance

**Efficiency**

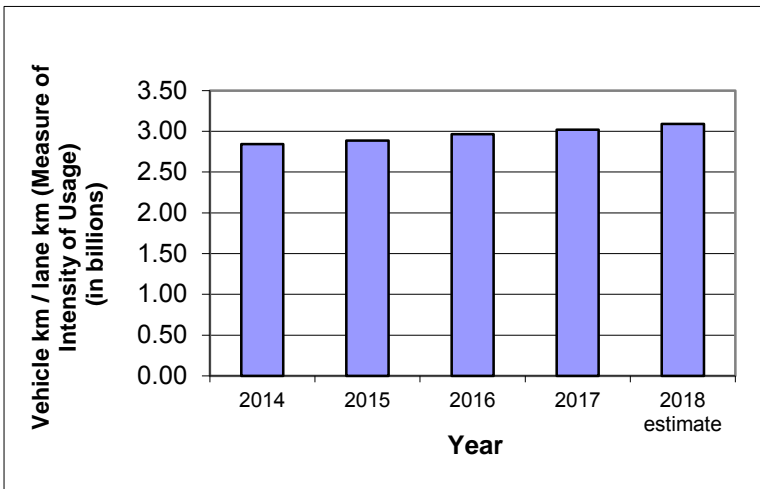


**Maintenance Operations Asphalt Roller Patch Cost per Lane Km**

*The Asphalt Surface Repair account provides spot patching of roadway and shoulder surfaces using hot mix to correct deficiencies.*

*\*Lane kms for 2018 are estimated. The graph has been restated to reflect MBN Canada reported lane kilometres.*

**Community Impact**



**Growth in Road Network Use**

*Higher intensity of usage results in accelerated wear and tear on the road network.*

*Values have been calculated using TREND function 2015-2016 (new annual average daily traffic (AADT) calculation)*

**PROGRAM 2  
ROADSIDE MAINTENANCE**



**2018 Program Detail**

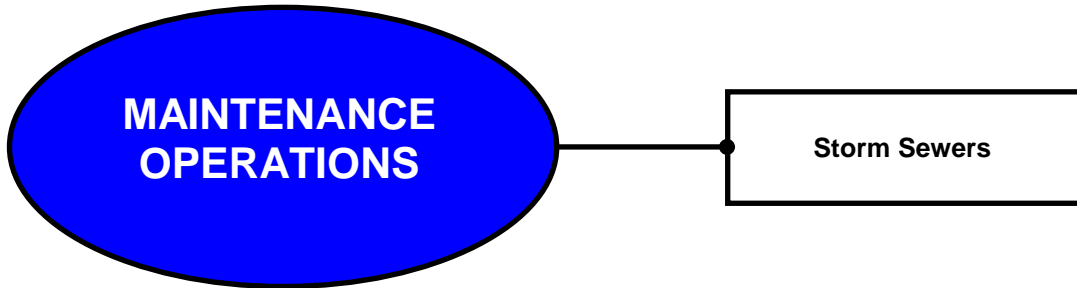
**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Asphalt Surface Repair Patch					
Role	977	974	992	5	997
Spray Patching - Primed					
Shoulders	249	269	272	(9)	263
Shoulder Grading	840	831	841	4	845
Shoulders Dust Control	22	17	17	-	17
Ditching	687	621	629	20	649
Bridge Maintenance	146	114	117	14	131
Replace Culverts	123	153	156	(36)	120
Catchbasins Mechanical					
Cleaning	88	87	87	-	87
Catchbasin Other	118	116	118	-	118
Curb & Gutter Replacement	4	8	9	-	9
Machine Mowing - Rural	193	179	181	2	183
Machine Mowing - Urban	265	257	260	(2)	258
Vegetation Control	30	18	19	3	22
Cutting Brush & Trees	367	359	366	14	380
Litter Pickup	294	310	318	(22)	296
Landscaping Other	82	87	89	(9)	80
<b>Net Program Expenses</b>	<b>4,485</b>	<b>4,400</b>	<b>4,471</b>	<b>(16)</b>	<b>4,455</b>



**2018 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ To maintain and operate the Region storm sewer collection system in an efficient and cost effective manner
- ◆ To prevent unnecessary damage to public and private properties and pollution to the environment

**Description of Program Activities:**

- ◆ This program includes repair of maintenance holes, cleaning, installing, and repair of storm sewer service connections within the road allowance and visual and closed circuit camera inspection of the maintenance holes and sewers
- ◆ Tracking and recovery for services provided for Storm Sewer connections

**Description of Program Resources:**

Resources delivering program services are shared with all activity based maintenance activities in the Water Supply, Sanitary Sewerage and General Tax operating budgets. Resource utilization is charged to the activity based programs through maintenance work orders

**Performance Measurements:**

- ◆ Maintenance of 289 km of Regional storm sewers (does not include cross culverts) which include 4,477 maintenance holes and 448 outfalls
- ◆ Cleaning of storm sewers by hydrojet flushing or by dragging with bucket machines when accumulations of sediment reach a depth of 1/6 of the pipe diameter in 1,060 mm pipe or smaller, or 180 mm in depth in pipe larger than 1,060 mm

**PROGRAM 3  
STORM SEWERS**



**2018 Program Detail**

**Works - General Tax**

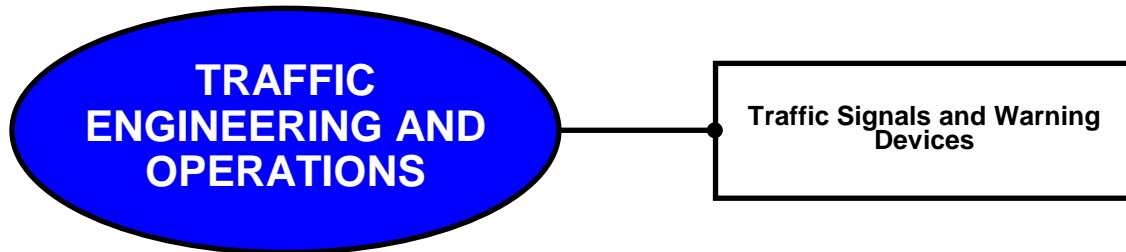
Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Storm Sewer Inspection- Visual	35	24	25	13	38
Inspect CCTV	2	2	2	-	2
Other General	11	8	8	2	10
Storm Sewer Cleaning Hydrojet	13	14	15	(5)	10
Storm Sewer Cleaning Other	25	15	16	14	30
Storm Sewer Maintenance Hole Other	136	125	127	18	145
Service Repair	10	13	13	(5)	8
Storm Sewer Outfall Repair	17	15	16	(2)	14
<b>Net Program Expenses</b>	<b>249</b>	<b>216</b>	<b>222</b>	<b>35</b>	<b>257</b>

## PROGRAM 4 TRAFFIC - SIGNALS AND SYSTEMS



**2018 Program Detail**

**Works - General Tax**



### **Purpose:**

- ◆ Maintenance of traffic control signals and associated devices. A diverse range of activities provide for the effective operation and maintenance of Regional, municipal and provincial traffic signal infrastructure (622 signalized intersections) to ensure the safe and efficient movement of motorists, cyclists and pedestrians
- ◆ Evaluation of new technologies, materials and methods. Testing of new equipment, materials and related process improvements
- ◆ Installation and maintenance of traffic control devices and beacons, central traffic control system devices, closed circuit television (CCTV) and associated communication and intelligent transportation systems (ITS) technology to ensure right-of-way control and operational efficiencies in accordance with prescribed regulations and standards
- ◆ Provides utility locates to ensure that underground electrical services are identified prior to excavation
- ◆ Certification and training of operations staff to ensure compliance with regulations and technology knowledge

### **Description of Program Activities:**

- ◆ Regular and on-call emergency traffic signal maintenance in compliance with minimum maintenance standards
- ◆ Vehicle detection system repair to ensure proper vehicle detection and efficient signal operations
- ◆ Electronic bench repair of traffic signal equipment
- ◆ Emergency fire and railway signal pre-emption services/provisions
- ◆ Bi-annual conflict monitor testing in compliance with minimum maintenance standards
- ◆ Annual inspections of infrastructure in compliance with minimum maintenance standards
- ◆ Provide locating service of all underground electrical plant
- ◆ Product evaluation and testing
- ◆ ITS maintenance (data communications, CCTV, fibre-optics, traffic control systems)

### **Description of Program Resources:**

Resources delivering program services are shared with all activity based traffic activities in the General Tax operating budgets. Resource utilization is charged to the activity based programs through traffic work orders. Services are delivered through a combination of Regional forces and contracted services.



# PROGRAM 4 TRAFFIC - SIGNALS AND SYSTEMS



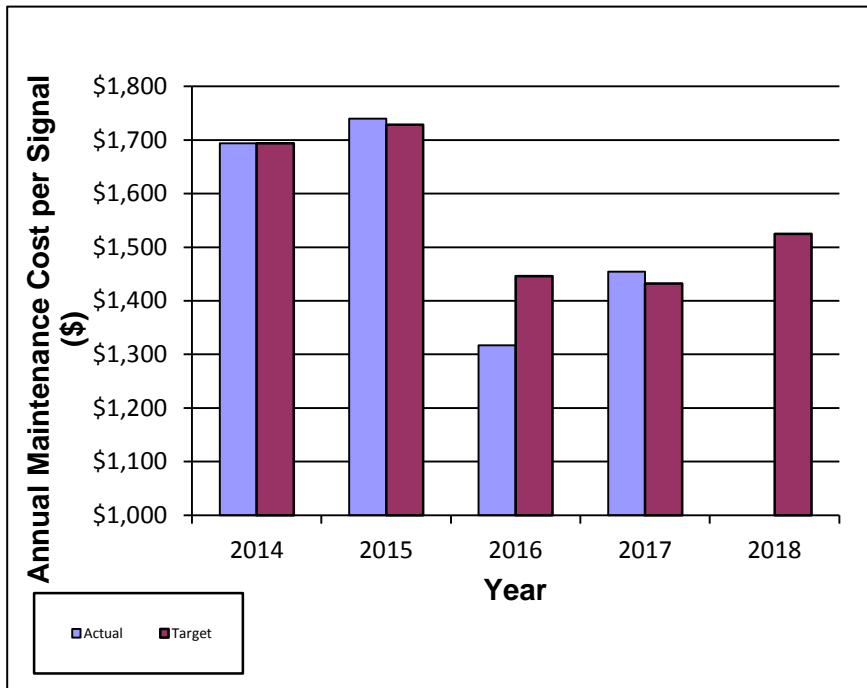
## 2018 Program Detail

## Works - General Tax

### Performance Measurements:

- ◆ Traffic signal maintenance cost as measured on a person-hour per unit of work basis for a variety of field activities on an on-going basis to ensure competitive productivity levels and adherence with project/budget estimates
- ◆ Per-hour labour cost as measured per unit of work for a variety of field activities on an on-going basis to ensure competitive productivity levels and adherence with project/budget estimates
- ◆ Quality assurance for both Regional and contractual field services is monitored by inspection, adherence to Regional and industry standards and the Municipal Act requirements for the scheduled inspection and monitor testing intervals for traffic control signals
- ◆ Response times are monitored and documented for emergency signal services to ensure adherence to legal and legislative responsibilities
- ◆ Operation and maintenance expenditures are proportionately or 100% recoverable for work undertaken on behalf of the area municipalities, the Ministry of Transportation and other outside agencies. Costs associated with the operations and maintenance of the Central Traffic Control System are proportionally recovered from all the participating municipalities at approximately 25% of the total cost

### Efficiency



**Annual Maintenance Cost per Signal**

*Unit cost will fluctuate subject to weather conditions and equipment performance*

**PROGRAM 4  
TRAFFIC - SIGNALS AND SYSTEMS**



**2018 Program Detail**

**Works - General Tax**

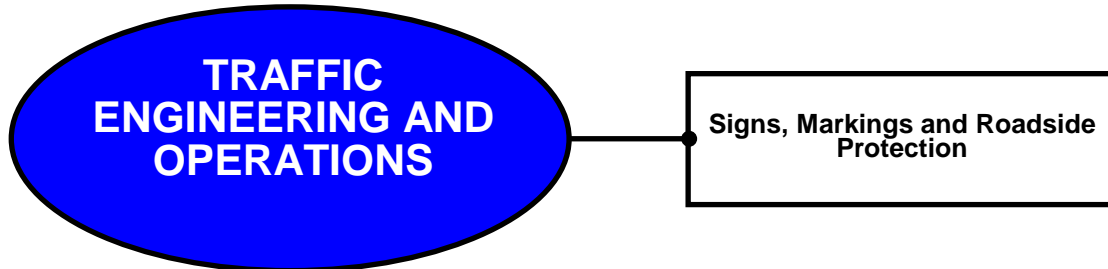
Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Signal Maintenance Regular	632	616	629	33	662
Signal Vehicle Loop Repairs	64	36	37	29	66
Signal Electronic Bench Repair	-	78	80	(80)	-
Signal Maintenance Monitor Testing	97	76	77	57	134
Signal Controller Inspection	42	36	36	10	46
Miscellaneous Maintenance	21	21	21	-	21
Signal Trouble Calls	287	264	269	17	286
Signal Maintenance Locates	232	203	207	72	279
Unrecoverable Emergency Maintenance	45	30	31	(31)	-
Warning Signal Preventative Maintenance	25	20	20	4	24
Warning Signal Emergency Maintenance	8	9	9	-	9
Firmware Upgrades	-	3	3	(3)	-
Signals-Systems Supervision	67	58	60	7	67
Signals-Systems Minor Maintenance	-	2	2	(2)	-
Signal-Systems Purchased Service	278	286	294	-	294
Signals-Systems Crew Overhead	26	17	18	7	25
Signals-Systems Breakdown	4	4	5	(1)	4
Signals-Systems Inclement Weather	1	-	-	1	1
<b>Net Program Expenses</b>	<b>1,829</b>	<b>1,759</b>	<b>1,798</b>	<b>120</b>	<b>1,918</b>

# PROGRAM 5 TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION



**2018 Program Detail**

**Works - General Tax**



## **Purpose:**

A system of conveying messages to the road user to advise motorists of traffic regulations is required in order to facilitate observance of the law, advise motorists of roadway characteristics and hazards, and provide information necessary for route selection. The objective is to improve safety and convenience while promoting the efficient movement of people and goods. Simplification of the driving task through uniformity in the design and application of these devices is necessary. This is accomplished through the:

- ◆ Design, manufacture, install and maintain all regulatory, warning and information signage on the Regional road system
- ◆ Install and maintain guardrail devices to ensure positive guidance and roadside protection
- ◆ Design, manufacture, setup and maintain detour routing and traffic control plans for capital and related roadway construction projects
- ◆ Application and maintenance of lane line markings to ensure positive guidance for drivers
- ◆ Certification and training of skilled maintenance workers
- ◆ Evaluate new technologies, materials and methods such as various marking materials (e.g. paint vs. permanent markings), type of roadside reflectors and protection devices (e.g. guardrail end treatments), and higher intensity retro-reflective sign sheeting

## **Description of Program Activities:**

- ◆ Lane markings (yellow centre, white lane and edge lines)
- ◆ Transverse (plastic) intersection related pavement and pedestrian markings
- ◆ Pre-marking of lane lines to road reconstruction, resurfacing and pavement marking modifications
- ◆ Sign design and manufacturing
- ◆ Sign installation and maintenance
- ◆ Installation and maintenance of roadside protection (guardrail, cable rail and pavement reflectors)
- ◆ Regular and emergency sign and roadside protection maintenance

# PROGRAM 5

## TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION



**2018 Program Detail**

**Works - General Tax**

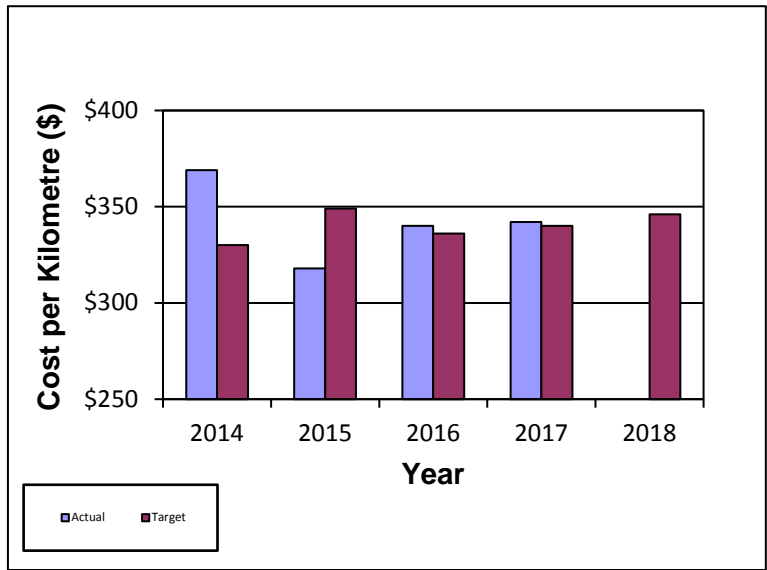
### Description of Program Resources:

Resources delivering program services are shared with all activity based traffic activities in the General Tax operating budgets. Resource utilization is charged to the activity based programs through traffic work orders. Services are delivered through a combination of Regional forces and contracted services

### Performance Measurements:

- ◆ Maintenance costs are measured on a person-hour per unit of work for a variety of field activities on an on-going basis to ensure competitive productivity levels and adherence with project/budget
- ◆ Quality assurance for both Regional and contractual field services is monitored by inspection, adherence to Regional and industry standards
- ◆ Operation and maintenance expenditures are proportionately or 100% recoverable for work undertaken on behalf of area municipalities, Ministry of Transportation or outside agencies
- ◆ Response times are monitored and documented for emergency service calls to ensure adherence to legal and legislative responsibilities

### Efficiency



#### Line Marking Cost Per Kilometre

*This program takes into consideration the cost, application within heavily travelled corridors and productivity levels associated with ensuring a safe worksite.*

**PROGRAM 5**  
**TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION**



**2018 Program Detail**

**Works - General Tax**

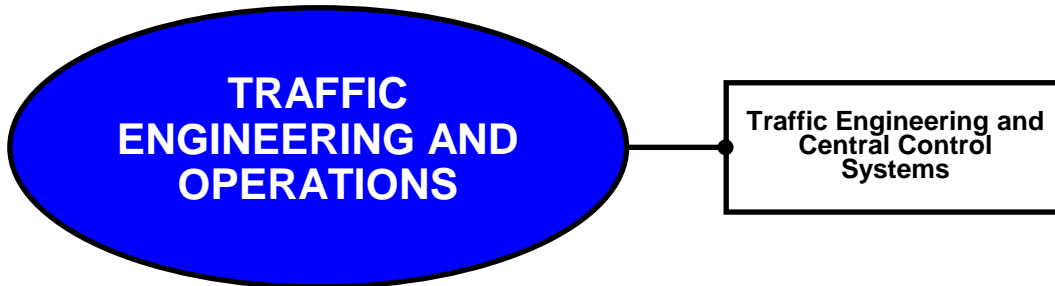
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
Pavement Lane Line Marking	877	833	843	57	900
Special Markings - Plastic	237	233	233	5	238
Pavement Premarking	-	10	10	(10)	-
Pavement Marking Other	-	10	10	(10)	-
Sign Replacement-Maintenance	447	432	443	3	446
Sign Manufacturing	-	5	7	(7)	-
Steel Beam Rail Maintenance	141	128	130	10	140
Cable Guide Rail Maintenance	17	24	24	(7)	17
Lines & Signs Supervision	58	56	58	-	58
Lines & Signs Minor Maintenance	-	2	2	(2)	-
Lines & Signs Crew Overhead	17	12	12	4	16
Lines & Signs Breakdown	9	8	8	1	9
Lines & Signs Inclement Weather	8	7	7	1	8
<b>Net Program Expenses</b>	<b>1,811</b>	<b>1,760</b>	<b>1,787</b>	<b>45</b>	<b>1,832</b>

# PROGRAM 6 TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS



2018 Program Detail

Works - General Tax



## Purpose:

Provision of project management, functional short-range planning, engineering studies, detailed traffic signal and street lighting design, management of the Regional Traffic Operations Centre, determination of traffic Bylaws and database management. These programs are required to support internal and external service delivery requirements to ensure public safety through the efficient and safe operation of the Regional road network. Specific functions include:

- ◆ Maintaining working relationships with and supporting various municipal transportation service infrastructure and networks. Regularly interface with other service providers such as the local utilities, Regional Police, transit operators, Canadian National Institute for the Blind (CNIB), senior groups, school boards and other community stakeholders, services and/or programs to address community traffic management issues
- ◆ Managing and operating of computerized central traffic control systems and the Regional Traffic Operations Centre to maximize the carrying capacity of the roadway (Municipal, Regional and Provincial); improve the environment by reducing vehicle stops and delays which produce unnecessary pollutants; improve quality of life for the motoring public; and allow for uninterrupted traffic flow along major arterial roads
- ◆ Developing and managing Intelligent Transportation Systems (CCTV cameras, fibre/digital data communications, roadway information signals, incident management) to improve traffic flow and management
- ◆ Project management, tendering, and utility approvals with respect to design, inspection and contract administration of signal design, roadway safety projects, and consultant engagements
- ◆ Developing traffic signal timings plans and optimization program and strategies to improve traffic flow and quality of life by maximizing the capacity of the existing roadway network
- ◆ Undertaking site-specific road safety audits, fatal collision investigations and legal inquiries to determine the potential safety impacts and the type of remedial measures available. Outcomes vary from signal timing changes to more complex and expensive reconstruction of the intersection
- ◆ Preparation of the Region's Traffic and Parking Bylaw, including special event permit approvals for road closures (filming, parades, etc.)
- ◆ Training and certification of engineering and operations staff

# PROGRAM 6 TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS



## 2018 Program Detail

## Works - General Tax

### Description of Program Activities:

- ◆ Detailed electrical, traffic control signal and street lighting design/field layouts
- ◆ Collection and management of traffic data through various applications to assist in the analysis and development of safety and engineering improvements
- ◆ Determine safety and engineering improvements
- ◆ Develop database software applications and process improvements
- ◆ Evaluation of new technologies and process improvements
- ◆ Project management and expenditure control
- ◆ Inspection and quality control
- ◆ Operation and management of the Regional Traffic Operations Centre
- ◆ Traffic engineering studies and safety audits
- ◆ Legal inquiries/representation
- ◆ Preparation of reports
- ◆ Data management and operation of Geographic Information System (GIS) applications
- ◆ Public complaint investigation and social interaction with community needs and special interest groups
- ◆ Operation of the Regional Traffic Operations Centre for emergency measures
- ◆ Special event approvals (parades, filming, etc.)
- ◆ Intelligent Transportation System (ITS) applications

### Description of Program Resources:

Resources delivering program services are shared with all activity based traffic activities in the General Tax operating budgets. Resource utilization is charged to the activity based programs through traffic work orders. Services are delivered through a combination of Regional forces and contracted services.

**PROGRAM 6**  
**TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS**



**2018 Program Detail**

**Works - General Tax**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
ATMS Maintenance	1,563	1,538	1,576	-	1,576
Traffic Data Management	421	162	166	246	412
Traffic Engineering & Studies	815	848	871	(21)	850
Traffic Collision Program	-	37	39	(39)	-
Railway Purchase Service	47	56	56	-	56
<b>Net Program Expenses</b>	<b>2,846</b>	<b>2,641</b>	<b>2,708</b>	<b>186</b>	<b>2,894</b>

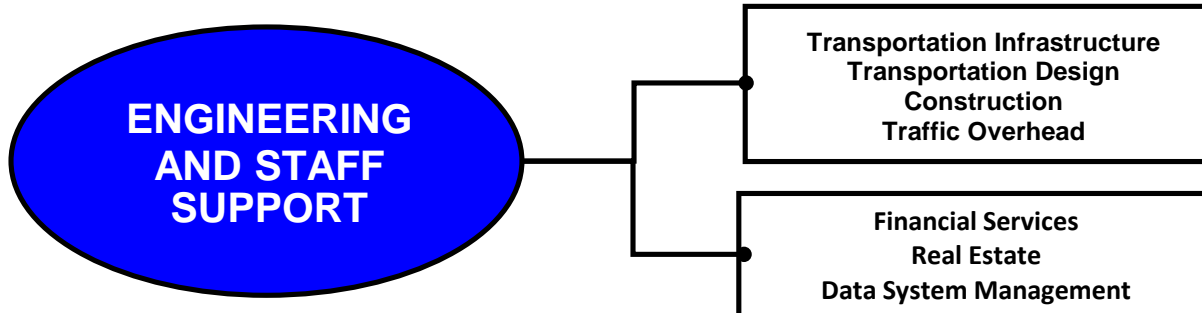


# PROGRAM 7 ENGINEERING AND STAFF SUPPORT



## 2018 Program Detail

## Works - General Tax



### Purpose:

Represents the portions of various divisions of the Works Department operation that are attributable to General Tax including:

#### Transportation Infrastructure

- ◆ To manage the Transportation System and related assets in order to preserve system capacity and integrity from a strategic and asset management perspective

#### Transportation Design

- ◆ To provide transportation planning and design services that enable the Region to deliver a safe and efficient Regional Road System that balances mobility requirements with the needs of its communities

#### Construction

- ◆ To plan, design and construct Regional infrastructure including all roads, bridges, culverts, all as budgeted for in the current year's business plan including all similar construction necessitated by emergencies

#### Traffic Overhead

- ◆ To provide traffic engineering, operation and project management services with a primary focus on road safety and the effective movement of goods and services

#### Financial Services

- ◆ To provide overall leadership and direction to the various divisions of the Works Department in effectively monitoring and managing expenditures to ensure compliance with approved budgets and policy guidelines

#### Real Estate

- ◆ To administer and manage the real estate function for the Region including the rental of properties and the purchase of land to facilitate construction of municipal services

#### Data System Management (Geographic Information Systems (GIS) Group)

- ◆ Maintenance of the linear infrastructure data of the existing Water Supply, Sanitary Sewerage and Storm Sewer Systems using leading edge GIS technology services for internal and external users to meet cartographic or inventory needs. Data System Management develops and maintains applications for convenient access to infrastructure data



**2018 Program Detail**

**Works - General Tax**

**Description of Program Activities:**

Specific areas of the Works Department perform duties or services related to all areas of the Department. Consequently, the proposed net expenditures represent the portion of these areas attributable to the General Tax operations

Recoveries are mainly from the recovery of personnel expenditures charged to the construction of various Municipal Services

Transportation Infrastructure

- ◆ Establish Regional transportation requirements for development plans, proposals and applications
- ◆ Prepare long range transportation plans and co-ordinate Regional input into studies by others
- ◆ Provide asset management services including the management and monitoring of the Region's road, bridge and storm sewer infrastructure; populating the Region's data base; identifying the current and projected condition of the Region's assets; assessing the required investment necessary to maintain these assets each year
- ◆ Co-ordinating the preparation of the Capital Road Program and Ten Year Capital Forecast and managing the activities of utility companies in the Region's rights of way

Transportation Design

- ◆ Conduct Class Environmental Assessment studies for road projects
- ◆ Prepare preliminary designs, detail designs and contract documents for road projects
- ◆ Represent the Region on projects initiated by the Province, Area Municipalities and other organizations that may affect the Region's transportation system

Construction

- ◆ To provide the administrative services in order to accurately budget for, and to procure various infrastructure projects
- ◆ To provide the contract administrative services required to complete the construction activities including the processing and executing of all required project documentation, bonding and insurance, and progress payments
- ◆ Fulfilling contract requirements such as issuing substantial and final completion certificates, maintaining statutory, deficiency, maintenance and finishing holdbacks and final contract releases
- ◆ To provide all required quality control and quality assurance for construction projects, including topographic surveying and layout, sewer and water infrastructure testing (SWAT), construction inspection, commissioning services, as constructed measurements and maintaining all as constructed drawings, testing of construction materials and providing geotechnical investigations and associated services
- ◆ To provide asset management services including the management and monitoring of the Region's infrastructure assets. Populating the Region's database, identifying the current and projected condition of the Region's assets. Assessing the required investment necessary to maintain these assets each year. Implementing and managing the annual road rehabilitation contracts, coordinating the preparation of the Capital Road Program and Ten Year Capital Forecast and managing the activities of utility companies in the Region's rights of way



**2018 Program Detail**

**Works - General Tax**

**Description of Program Activities: (continued)**

Traffic Overhead

- ◆ Improve the operational environment of the street network
- ◆ Efficient and effective management, operation and preservation of the Region's road network
- ◆ Provide proactive and innovative traffic schemes and mitigation measures for both urban and rural applications
- ◆ Create safe pedestrian areas and crossing protection for children, the elderly and disabled
- ◆ Monitor and determine safety or capacity deficient locations for geometric intersection improvements
- ◆ Participate in transportation, development and planning studies in the evaluation of preliminary road design concepts and operational strategies
- ◆ Route management for heavy vehicles, dangerous goods and detours
- ◆ Investigate public complaints, legal inquiries, agency consultation and approvals
- ◆ Evaluate new technologies, materials and methods
- ◆ Certification and training of skilled staff

Financial Services

- ◆ Coordinate the preparation of the Works Department Annual Current and Capital Budgets
- ◆ Prepare journal entries and invoices to recover costs from internal programs and divisions as well as outside agencies, developers and other area municipalities related to current and capital programs
- ◆ Liaison with the Finance Department and other senior levels of government regarding matters of Budget Management and policy related to funding and expenditures
- ◆ Ensure Works staff meets deadlines set by Regional Council
- ◆ Provide clerical and administrative support for typing and preparing committee reports and correspondence
- ◆ Provide mail and reception services for the Works Department at Headquarters
- ◆ Maintain proper inventory of office materials and supplies for staff use

Real Estate

- ◆ Negotiate property agreements for the acquisition of lands and property rights necessary for the completion of Regional infrastructure programs including the construction of road, sewer and water projects
- ◆ Co-ordinate the expropriation process where necessary
- ◆ Locate properties and negotiate lease agreements as required by various Regional Departments and co-ordinate leasehold improvements
- ◆ Manage the rental of Region owned properties, including the collection of rent and the disposal of properties no longer required by the Region
- ◆ Compile and maintain records on all Region owned property including limited interest such as sewer and water easements, leases, licenses, permission to enter, pipe crossings and encroachments
- ◆ Co-ordinate, plan and schedule the re-registration of easements as directed by Provincial legislation
- ◆ Provide title information and cost estimates related to land and leasing to other Divisions and Departments, as required

# PROGRAM 7 ENGINEERING AND STAFF SUPPORT



## 2018 Program Detail

## Works - General Tax

### Description of Program Activities: (continued)

#### Data System Management (GIS Group)

- ◆ Data System Management (DSM) maintains the linear infrastructure data of the existing Water Supply, Sanitary Sewerage and Storm Sewer Systems using leading edge GIS technology and provides services to inside and outside users for all cartographic or inventory needs. DSM develops and maintains applications for convenient access to infrastructure data

### Description of Program Resources:

- ◆ 2018 Full Time Employees 73.848  
2017 Full Time Employees 74.490

One (1) Inspector 3 in Construction to inspect plant projects to ensure adherence to design, review as-built drawings and to provide quality control. This position will be shared with Water Supply and Sanitary Sewerage (0.358 FTE)

One (1) Works Technician 2 in Transportation Design for road design and CAD support in response to growth in the capital roads program (1.000 FTE)

Reallocation of two (2) existing positions (one (1) GIS Specialist and one (1) Clerk 3) to Traffic Payroll Clearing based on the nature of work performed (-2.000 FTEs)

### Performance Measurements:

- ◆ Resource Management through budgeting and forecasting future needs
- ◆ Timely delivery of the planning, design and construction of transportation related projects
- ◆ Quality control through Construction Inspection and Contract Administration
- ◆ Optimum preservation of our transportation related assets
- ◆ Coordination of all related activities including safety, real estate and data management
- ◆ Maintenance and replacement of Information Technology assets
- ◆ Management of software licenses and upgrades
- ◆ Provision of all property rights for Regional projects for the completion of various Regional construction projects
- ◆ Provision of leased office space for various Departments through consultation with the client and landlord negotiations, to provide a good working environment for staff at competitive rates
- ◆ Maintain property inventory and easements/encroachments on behalf of the Region
- ◆ Ensure that expenditures and financing are reported in a timely manner
- ◆ Anticipate financial and administrative needs of the Works Department for future programs and budget years
- ◆ Promote timely and excellent customer service with regards to the processing of invoices and payments
- ◆ Follow up on customer inquiries in a timely manner

**PROGRAM 7  
ENGINEERING AND STAFF SUPPORT**



**2018 Program Detail**

**Works - General Tax**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	8,351	8,836	9,193	178	9,371
Payroll Maintenance Management - Charge	1	1	1	-	1
Payroll Maintenance Management - Recovery	(5,016)	(5,286)	(5,487)	(418)	(5,905)
<b>Net Personnel Expenses</b>	<b>3,336</b>	<b>3,551</b>	<b>3,707</b>	<b>(240)</b>	<b>3,467</b>
Personnel Related	307	315	315	14	329
Communications	96	120	120	(16)	104
Supplies	72	71	71	22	93
Computer Maintenance & Operations	41	42	42	15	57
Materials & Services	16	19	18	(2)	16
Buildings & Grounds Operations	30	33	33	-	33
Equipment Maintenance & Repairs	6	6	6	-	6
Vehicle Operations	5	11	11	(6)	5
Professional Services	100	161	161	(32)	129
Bad Debt Expenses	-	1	1	-	1
Minor Assets & Equipment	-	-	4	2	6
Contribution to Reserve & Reserve Funds	1	1	1	-	1
<b>Operating Expenses Subtotal</b>	<b>4,010</b>	<b>4,331</b>	<b>4,490</b>	<b>(243)</b>	<b>4,247</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Works	(41)	(41)	(41)	-	(41)
Recovery - Regional Environmental Lab	(36)	(36)	(36)	-	(36)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(77)</b>	<b>(77)</b>	<b>(77)</b>	<b>-</b>	<b>(77)</b>
<b>Gross Operating Expenses</b>	<b>3,933</b>	<b>4,254</b>	<b>4,413</b>	<b>(243)</b>	<b>4,170</b>

**PROGRAM 7  
ENGINEERING AND STAFF SUPPORT**



**2018 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Tangible Capital Assets</b>					
New	6	6	-	118	118
Replacement	203	203	180	-	180
<b>Total Tangible Capital Assets</b>	<b>209</b>	<b>209</b>	<b>180</b>	<b>118</b>	<b>298</b>
<b>Total Expenses</b>	<b>4,142</b>	<b>4,463</b>	<b>4,593</b>	<b>(125)</b>	<b>4,468</b>
<b>Revenues</b>					
Fees & Service Charges	(19)	(19)	(19)	5	(14)
Sale of Publications	(14)	(15)	(14)	-	(14)
Sundry Revenue	(213)	(209)	(209)	(37)	(246)
<b>Total Revenues</b>	<b>(246)</b>	<b>(243)</b>	<b>(242)</b>	<b>(32)</b>	<b>(274)</b>
<b>Net Program Expenses</b>	<b>3,896</b>	<b>4,220</b>	<b>4,351</b>	<b>(157)</b>	<b>4,194</b>

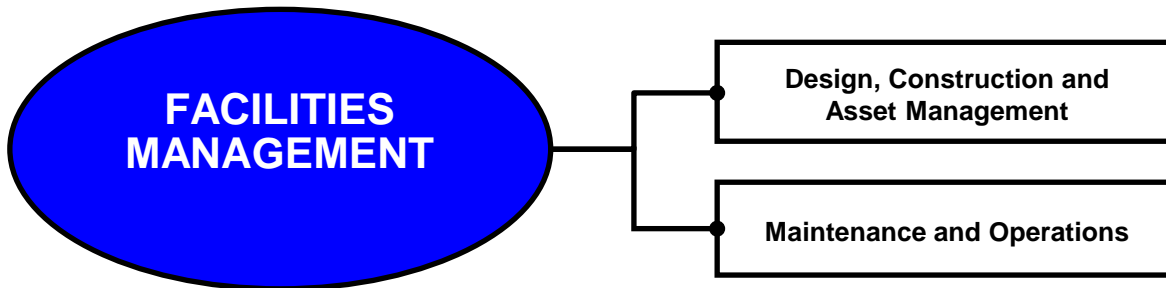
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,194
Less: Tangible Capital Assets	(298)
Net Operating Program Expenses Per Program Summary	<u>3,896</u>



**2018 Program Detail**

**Works - General Tax**



**Purpose:**

Provide overall lifecycle management for Regional facilities including:

- ◆ Detailed design and construction of new facilities and leasehold improvements
- ◆ Lifecycle maintenance planning and replacement strategies
- ◆ Ongoing and preventative maintenance and overall operation of Regional facilities, properties and grounds through Regional and contracted forces
- ◆ Centralized security services

**Description of Program Activities:**

The Region has 216 facilities with an estimated total area of 501,080 square metres (5.4 million square feet), which generate a significant number of repair and maintenance requests over the course of a year. Major Regional facilities with complex heating, ventilation and air conditioning systems and a large number of occupants create a unique and challenging environment for facility related work

**Design, Construction and Asset Management**

- ◆ The Design, Construction and Asset Management unit provides project management services for all facility capital construction and maintenance projects undertaken by the Region, including those delivered for Social Housing, Long-Term Care and Durham Regional Police Service. The Design, Construction and Asset Management unit is responsible for managing all facets of facility construction projects from inception through to completion
- ◆ Office design and staff relocation are constant demands on any organization. The Design, Construction and Asset Management unit provides expertise to plan, supervise and implement these changes in a timely and professional manner with minimal effect on staff and the delivery of their programs
- ◆ As facilities age, a greater amount of time and resources are required to maintain them in an acceptable, reliable operating condition, and retain the inherent asset value. The Design, Construction and Asset Management unit is responsible for the Region wide condition and inspection program, which identifies and prioritizes the work required on Regional facilities, providing a life cycle management approach to prioritize state of good repair investments



**2018 Program Detail**

**Works - General Tax**

**Description of Program Activities (continued):**

- ◆ Services provided: Functional Review/Scope of Work determination; Budget estimates; Consultant selection; Council approvals as required; Design review oversight and management; Quotation and tenders; Construction management; Move/relocation management; Commissioning of facility; Warranty management; Project closeout; Post occupancy review; Leasehold renovations or office design and relocation services; Computer Assisted Drafting and Design (CAD) services; Long and short term accommodation studies; Maintain databases; Accommodation planning; Implementation of interior renovations; Furniture management

**Maintenance and Operations**

- ◆ Water Supply and Water Pollution Control Plants and Pumping Stations, Traffic, Maintenance and Transit Depots, Solid Waste/Recycling locations, Childcare Centres, Paramedic Stations and leased facilities require support, each with special facility maintenance and property needs based on the clientele and use
- ◆ All Regional facilities require service contracts to complement the daily operation of the facility so client programs may be delivered effectively, such as boiler/heating/air systems, elevators, backflow prevention, fire and life safety, ground maintenance and custodial/environmental services
- ◆ Services provided: Planned preventative maintenance; Contract administration; Occupant support; 24/7 Emergency response; Custodial services
- ◆ In addition to the Region's 216 facilities, the Facilities Management division also looks after the security of the Regional Administration Headquarters building, including access control, security patrol and guard services, and CCTV installation, operation and maintenance
- ◆ Services provided: Security access control; Parking management; Response to Emergency Alarm System; Key control administration; Photo I.D. cards; 24/7 response to Security Systems Alarms

**Description of Program Resources:**

- ◆ 2018 Full Time Employees                      21.799
- ◆ 2017 Full Time Employees                    21.297

One (1) Policy Analyst to develop and analyze the long term facility needs, and assist in planning for capital work to sustain Regional facility assets. This position is shared with Water Supply, Sanitary Sewerage and Solid Waste Management (0.251 FTE)

One (1) Project Coordinator to provide updated base building drawings and manage As-Built/Record drawings for Regional facilities. This position is shared with Water Supply, Sanitary Sewerage and Solid Waste Management (0.251 FTE)

**Performance Measurements:**

- ◆ Compliance with all building code standards
- ◆ Monitoring of costs
- ◆ Investigation and resolution of all requests/complaints



**PROGRAM 8  
FACILITIES MANAGEMENT**



**2018 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,945	2,276	2,336	25	2,361
Payroll Maintenance Management - Recovery	(521)	(663)	(663)	86	(577)
<b>Net Payroll Expenses</b>	<b>1,424</b>	<b>1,613</b>	<b>1,673</b>	<b>111</b>	<b>1,784</b>
Personnel Related	54	67	67	(6)	61
Communications	20	25	25	(6)	19
Supplies	38	27	27	1	28
Utilities	252	337	285	1	286
Computer Maintenance & Operations	12	15	16	(2)	14
Materials & Services	27	33	33	(6)	27
Buildings & Grounds Operations	471	469	470	(33)	437
Equipment Maintenance & Repairs	66	54	54	(9)	45
Vehicle Operations	46	43	43	-	43
Professional Services	4	10	9	64	73
Contracted Services	127	88	88	15	103
Insurance	79	79	80	3	83
Property Taxes	14	16	15	-	15
Major Repairs & Renovations	76	76	-	50	50
<b>Operating Expenses Subtotal</b>	<b>2,710</b>	<b>2,952</b>	<b>2,885</b>	<b>183</b>	<b>3,068</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works Charges	171	262	261	(88)	173
Recovery - Social Housing	(107)	(107)	(107)	-	(107)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>64</b>	<b>155</b>	<b>154</b>	<b>(88)</b>	<b>66</b>
<b>Gross Operating Expenses</b>	<b>2,774</b>	<b>3,107</b>	<b>3,039</b>	<b>95</b>	<b>3,134</b>

**PROGRAM 8  
FACILITIES MANAGEMENT**



**2018 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Tangible Capital Assets</b>					
New	25	25	-	205	205
Replacement	368	368	125	-	125
<b>Total Tangible Capital Assets</b>	<b>393</b>	<b>393</b>	<b>125</b>	<b>205</b>	<b>330</b>
<b>Total Expenses</b>	<b>3,167</b>	<b>3,500</b>	<b>3,164</b>	<b>300</b>	<b>3,464</b>
<b>Revenues</b>					
Rents	(42)	(34)	(36)	(5)	(41)
<b>Total Revenues</b>	<b>(42)</b>	<b>(34)</b>	<b>(36)</b>	<b>(5)</b>	<b>(41)</b>
<b>Net Program Expenses</b>	<b>3,125</b>	<b>3,466</b>	<b>3,128</b>	<b>295</b>	<b>3,423</b>

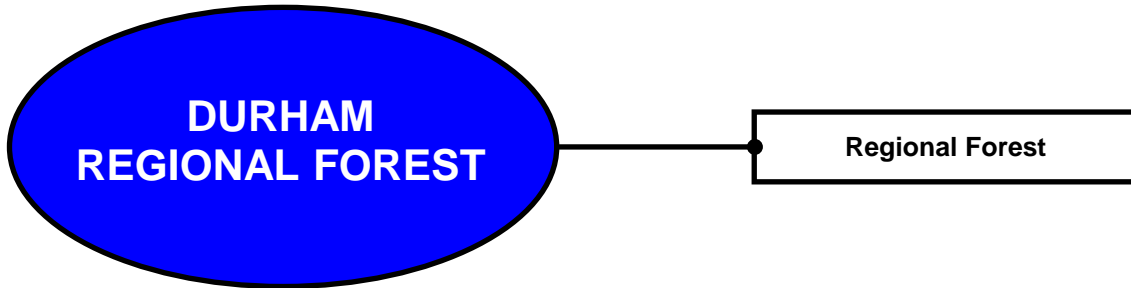
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	3,423
Less: Tangible Capital Assets	(330)
Net Operating Program Expenses Per Program Summary	<u>3,093</u>



**2018 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ Provide a resource management area valuable for proper environmental conditions for wildlife, maintenance of water levels and stream flows, prevention of erosion and floods and for nature appreciation and use as hiking, walking, cross country skiing, mountain biking and horseback riding

**Description of Program Activities:**

- ◆ The Regional Forest consists of six (6) different tracts for a total of approximately 598 hectares. The main tract, located at Regional Road 21 and Concession 7, Uxbridge consists of approximately 374 hectares and is located within the Oak Ridges Moraine
- ◆ Lake Simcoe Region Conservation Authority manages the forest on behalf of the Region. Services include maintenance of forest roads and trails, fencing and gates, conducting forest product sales and other silvicultural treatments as required
- ◆ Within the main tract is a fenced area of approximately two (2) hectares used by the Durham District School Board to provide students with an enriching, well-rounded educational experience that focuses on environmental learning and responsibilities, outdoor skills, group development and leadership skills and building a sense of community

**PROGRAM 9  
REGIONAL FOREST**



**2018 Program Detail**

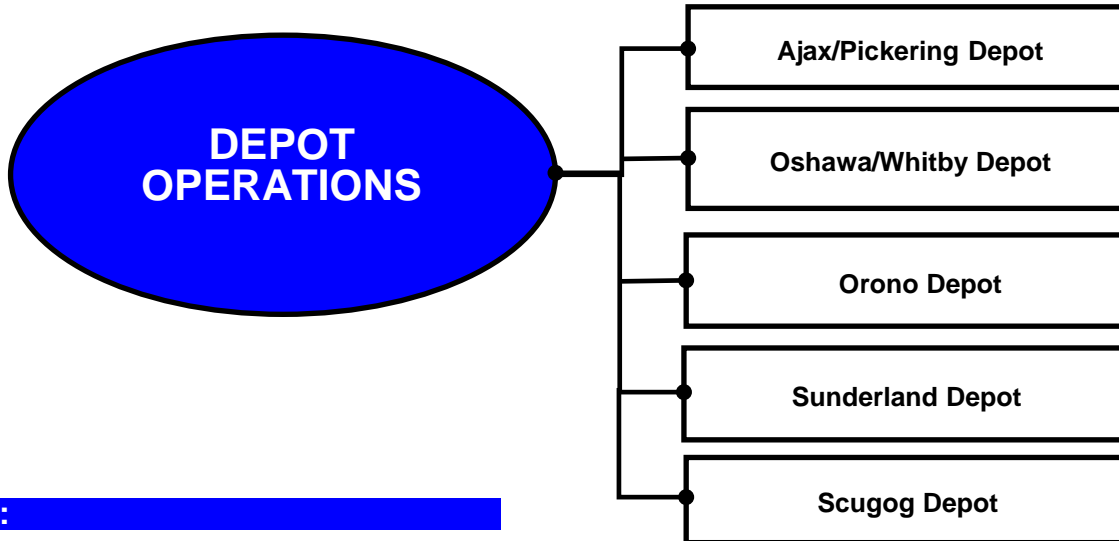
**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Utilities	1	1	1	-	1
Buildings & Grounds Operations	2	2	2	(1)	1
Professional Services	120	120	120	31	151
Insurance	7	7	7	-	7
<b>Operating Expenses Subtotal</b>	<b>130</b>	<b>130</b>	<b>130</b>	<b>30</b>	<b>160</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works - Facilities Management Charge	1	3	3	(2)	1
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>(2)</b>	<b>1</b>
<b>Total Expenses</b>	<b>131</b>	<b>133</b>	<b>133</b>	<b>28</b>	<b>161</b>
<b>Revenues</b>					
Sundry Revenue	(120)	(120)	(120)	(31)	(151)
Regional Forest Reserve	(11)	(13)	(13)	3	(10)
<b>Total Revenues</b>	<b>(131)</b>	<b>(133)</b>	<b>(133)</b>	<b>(28)</b>	<b>(161)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2018 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ To provide leadership and direction to the various depots by effectively monitoring and managing activities including winter control, roadside maintenance, and storm sewer construction and maintenance and to ensure compliance with approved budgets and policy guidelines
- ◆ To provide the administrative services required to complete the roads activities ( i.e. winter control, roadside maintenance, storm sewers, and general and overhead maintenance)
- ◆ Maintain proper inventory records

**Description of Program Resources:**

- ◆ 2018 Full Time Employees 14.370
- 2017 Full Time Employees 13.670

One (1) Project Manager in Maintenance Operations to assist the Manager in the delivery of services and to ensure compliance with changing standards and regulations. This position will be shared with Water Supply and Sanitary Sewerage (0.334 FTE)

One (1) Maintenance Clerk at Orono Depot to provide clerical support to the depot. This position will be shared with Water Supply and Sanitary Sewerage (0.366 FTE)

**PROGRAM 10  
DEPOT OPERATIONS**



**2018 Program Detail**

**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,637	1,609	1,652	57	1,709
Payroll Maintenance Management - Charge	1,529	1,631	1,680	(102)	1,578
<b>Net Personnel Expenses</b>	<b>3,166</b>	<b>3,240</b>	<b>3,332</b>	<b>(45)</b>	<b>3,287</b>
Personnel Related	483	488	488	46	534
Communications	151	169	169	(26)	143
Supplies	173	177	177	(13)	164
Materials & Services	88	137	137	(52)	85
Buildings & Grounds Operations	60	60	60	-	60
Equipment Maintenance & Repairs	2	2	2	1	3
Vehicle Operations	363	367	368	(6)	362
Professional Services	1	1	1	-	1
Minor Assets & Equipment	-	-	3	-	3
Contribution to Reserve & Reserve Funds	9	9	9	-	9
<b>Operating Expenses Subtotal</b>	<b>4,496</b>	<b>4,650</b>	<b>4,746</b>	<b>(95)</b>	<b>4,651</b>
<b>Transfers from Related Entities</b>					
NextGen Charges	21	21	21	1	22
<b>Transfers from Related Entities Subtotal</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>1</b>	<b>22</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Works	(193)	(197)	(201)	-	(201)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(193)</b>	<b>(197)</b>	<b>(201)</b>	<b>-</b>	<b>(201)</b>
<b>Gross Operating Expenses</b>	<b>4,324</b>	<b>4,474</b>	<b>4,566</b>	<b>(94)</b>	<b>4,472</b>
<b>Tangible Capital Assets</b>					
New	39	39	-	121	121
<b>Total Tangible Capital Assets</b>	<b>39</b>	<b>39</b>	<b>-</b>	<b>121</b>	<b>121</b>
<b>Total Expenses</b>	<b>4,363</b>	<b>4,513</b>	<b>4,566</b>	<b>27</b>	<b>4,593</b>

**PROGRAM 10  
DEPOT OPERATIONS**



**2018 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Fees & Service Charges	(385)	(498)	(509)	117	(392)
Sundry Revenue	(8)	(14)	(14)	3	(11)
<b>Total Revenues</b>	<b>(393)</b>	<b>(512)</b>	<b>(523)</b>	<b>120</b>	<b>(403)</b>
<b>Net Program Expenses</b>	<b>3,970</b>	<b>4,001</b>	<b>4,043</b>	<b>147</b>	<b>4,190</b>

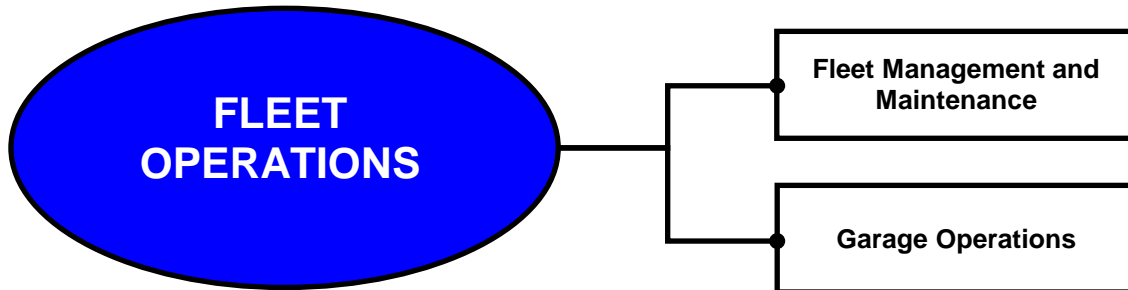
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,190
Less: Tangible Capital Assets	(121)
Net Operating Program Expenses Per Program Summary	<u>4,069</u>



**2018 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ Fleet management for all Regional vehicles, excluding Durham Regional Police Service and Durham Region Transit vehicles, to comply with the Highway Traffic Act and the Commercial Vehicle Operators Registration (CVOR) Program

**Description of Program Activities:**

- ◆ Fleet asset management, inventory and life cycle management
- ◆ Responsible for adequate licensing and registration of all vehicles
- ◆ Coordination of cost recoveries to operating areas including Paramedic Services
- ◆ Provincial Certification for all maintenance staff
- ◆ Operation and maintenance of fleet management system which records all maintenance activity on vehicles, and ensures maintenance is carried out at regular intervals
- ◆ Responsible for adequate tooling, outfitting and licensing of all five (5) depot based Motor Vehicle Inspection Stations (MVIS)
- ◆ Responsible for annual renewal of CVOR
- ◆ Authorized Requester to the Ministry of Transportation's Driver Abstract Report Information System (ARIS)

Service level targets for this program include:

- ◆ Number of assets managed: 796

Regional Vehicles/Equipment:

- ◆ 374 licensed units - preventative maintenance frequency - every 13 weeks to be in compliance with:
  - ◆ Ministry of Transportation - Motor Vehicle Inspection Standards; Motor Vehicle Repair Standards; Highway Traffic Act; Trade Code Certification Standards; Motor Vehicle Inspection Station Standards (Five MVIS Certificates, annually renewed)
  - ◆ Ministry of the Environment and Ministry of Transportation - Motor Vehicle Emission Standards
  - ◆ CVOR Ontario Guidelines
  - ◆ Truck and Bus National Safety Code - Transportation Regulation in Ontario
- ◆ 338 non licensed vehicles and equipment
  - ◆ National Safety Code; CSA - National Standard of Canada
  - ◆ CAN/CSA M225-M88 (2000) Vehicle Mounted Aerial Devices
  - ◆ Standards for design, modification, testing and inspection (i.e. operational test to load specification, acoustic emission, annual dielectric testing, stability testing, structural testing)





**2018 Program Detail**

**Works - General Tax**

**Description of Program Activities: (continued)**

Paramedic Services:

- ◆ 84 emergency response, ambulances and Paramedic Services administrative vehicles and equipment
- ◆ Ministry of Health/Paramedic Services Accreditation
- ◆ Front line vehicle preventative maintenance frequency - every 4 weeks
- ◆ All ambulances receive a Ministry of Transportation Periodic Mandatory Commercial Vehicle Inspection (PMCVI) annually

**Description of Program Resources:**

- ◆ 2018 Full Time Employees    21.000
- 2017 Full Time Employees    21.000

**PROGRAM 11  
FLEET OPERATIONS**



**2018 Program Detail**

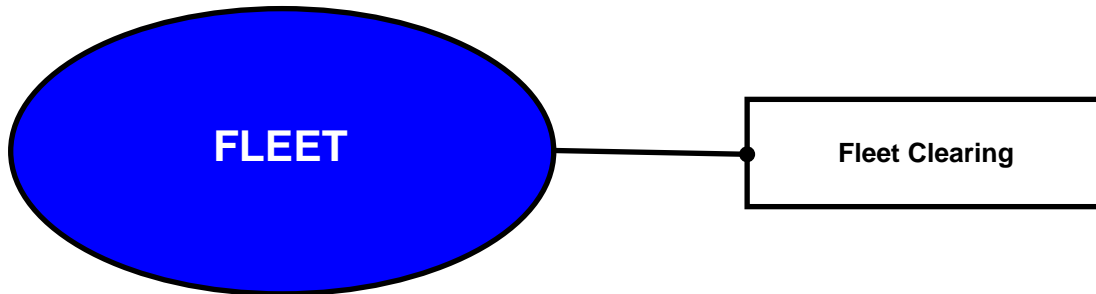
**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	2,430	2,418	2,547	(14)	2,533
Payroll Maintenance Management - Recovery	(3,120)	(3,120)	(3,266)	33	(3,233)
<b>Net Personnel Expenses</b>	<b>(690)</b>	<b>(702)</b>	<b>(719)</b>	<b>19</b>	<b>(700)</b>
Personnel Related	23	42	42	(9)	33
Communications	-	3	3	(3)	-
Supplies	117	116	116	(17)	99
Computer Maintenance & Operations	8	8	8	-	8
Materials & Services	-	1	1	(1)	-
Equipment Maintenance & Repairs	-	-	-	1	1
Vehicle Operations	10	-	-	10	10
<b>Operating Expenses Subtotal</b>	<b>(532)</b>	<b>(532)</b>	<b>(549)</b>	<b>-</b>	<b>(549)</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works Charge	532	532	549	-	549
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>532</b>	<b>532</b>	<b>549</b>	<b>-</b>	<b>549</b>
<b>Gross Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Tangible Capital Assets</b>					
Replacement	3,670	3,670	3,710	4,005	7,715
Recovery from Reserve Fund	(3,670)	(3,670)	(3,710)	(4,005)	(7,715)
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2018 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ To provide a central account to accumulate the costs of operating and maintaining Regional equipment within the Works Department. As equipment is used on various activities such as snow plowing, the snow plowing program is then charged with the hourly operating rate/cost

**PROGRAM 12  
FLEET CLEARING**



**2018 Program Detail**

**Works - General Tax**

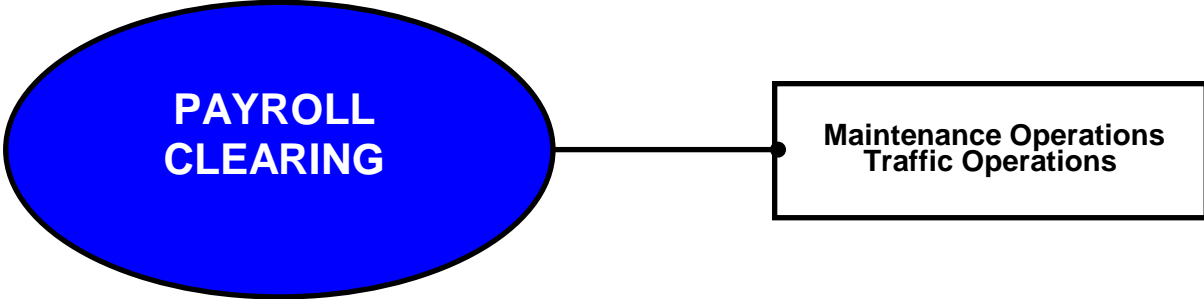
Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Charge Out Rate (Mechanics)	3,005	3,120	3,266	(33)	3,233
Sublet Fees	1,494	1,453	1,453	-	1,453
Equipment Reserve Contribution	3,982	3,707	3,707	275	3,982
Other Expenses					
Parts	1,064	1,048	1,048	-	1,048
Oil Lube and Filter	193	185	185	10	195
Body Work	21	35	35	(35)	0
Minor Maintenance	61	69	69	(8)	61
Tires	251	243	243	17	260
Fuel	1,651	1,563	1,472	76	1,548
Equipment Rentals	15	15	15	(5)	10
Insurance	186	186	190	0	190
Licensing Fees	176	190	190	(10)	180
<b>Gross Cost</b>	<b>12,099</b>	<b>11,814</b>	<b>11,873</b>	<b>287</b>	<b>12,160</b>
Recoveries from Operating Activities	(12,099)	(11,814)	(11,873)	(287)	(12,160)
<b>Gross Revenue &amp; Recoveries</b>	<b>(12,099)</b>	<b>(11,814)</b>	<b>(11,873)</b>	<b>(287)</b>	<b>(12,160)</b>
<b>Net Program Cost</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 13  
PAYROLL CLEARING**



**2018 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ To provide a labour costing pool from which to draw from and redistribute the salaries and personnel related costs to the various maintenance operations and traffic operations activities/programs

**Description of Program Resources:**

◆ 2018 Full Time Employees	228.000
Allocated to activity based operations in Water Supply, Sanitary Sewerage and General Tax	-228.000
2018 Net Payroll Clearing Complement	<u>0.000</u>
◆ 2017 Full Time Employees	225.000
Allocated to activity based operations in Water Supply, Sanitary Sewerage and General Tax	-225.000
2017 Net Payroll Clearing Complement	<u>0.000</u>

One (1) Works Technician 5 in Traffic Operations to provide coordination for major traffic signal installation and modification projects. This position is a conversion of a part-time position to full time (1.000 FTE)

Reallocation of one (1) Clerk 3 and one (1) GIS Specialist from Engineering and Staff Support to Traffic Payroll Clearing based on the nature of the work performed (2.000 FTEs)

**PROGRAM 13  
PAYROLL CLEARING**



**2018 Program Detail**

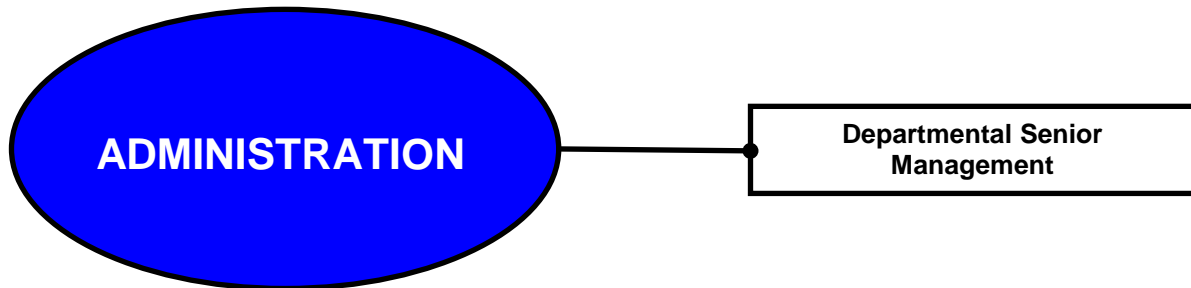
**Works - General Tax**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	24,902	25,362	26,182	310	26,492
Payroll Maintenance Management - Recovery	(24,902)	(25,362)	(26,182)	(310)	(26,492)
<b>Net Program Expenses</b>	-	-	-	-	-



**2018 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ Provide overall direction and strategic planning for the Works Department with respect to Planning, Design, Construction, Operation and Maintenance of the Region's General Tax programs
- ◆ To ensure that all legislated requirements are adhered to and all operations remain in compliance with regulatory bodies

**Description of Program Activities:**

- ◆ Advise Committee of the Whole, Senior Management and Regional Council on all Works Department related matters
- ◆ Manage the operations of the Works Department through its divisions: Construction, Development Approvals, Engineering Planning and Studies, Environmental Services Design, Facilities Management, Financial Services, Maintenance Operations, Plants Operations, Transportation Design, Transportation Infrastructure, Traffic Engineering and Operations, Real Estate and Waste Management
- ◆ Represent the Region's interests with other groups, including Provincial Ministries, other Regions and interest groups
- ◆ Provide administrative support to the general operations and special activities of the Works Department
- ◆ Coordination of Committee of the Whole reports for presentation to Regional Council

**Description of Program Resources:**

- ◆ 2018 Full Time Employees 2.350
- 2017 Full Time Employees 2.350



**2018 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	403	396	405	-	405
Personnel Related	9	9	9	-	9
<b>Net Program Expenses</b>	<b>412</b>	<b>405</b>	<b>414</b>	<b>-</b>	<b>414</b>



**PROGRAM 15  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 15  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>594</b>	<b>594</b>	<b>545</b>	<b>60</b>	<b>605</b>

**PROGRAM 16  
TANGIBLE CAPITAL ASSETS PROGRAM SUMMARY**



**2018 Business Plan**

**Works - General Tax**

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>16 Tangible Capital Assets:</b>	\$	\$	\$	\$	\$
1R Facilities Management - New	25	25	-	205	205
2R - Replacement	368	368	125	-	125
3R Fleet and Equipment - New	45	45	-	239	239
4R - Replacement	3,872	3,872	3,889	4,005	7,894
5R Construction of Municipal Services	6,160	6,160	6,160	45	6,205
<b>Tangible Capital Assets Subtotal</b>	<b>10,470</b>	<b>10,470</b>	<b>10,174</b>	<b>4,494</b>	<b>14,668</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
6R Fleet and Equip - Recovery from Reserve/Reserve Fund	(3,670)	(3,670)	(3,710)	(4,005)	(7,715)
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>(3,670)</b>	<b>(3,670)</b>	<b>(3,710)</b>	<b>(4,005)</b>	<b>(7,715)</b>
<b>Net Tangible Capital Assets Program Expenses</b>	<b>6,800</b>	<b>6,800</b>	<b>6,464</b>	<b>489</b>	<b>6,953</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$336)</b>		<b>\$153</b>
			<b>-4.94%</b>		<b>2.25%</b>

**TANGIBLE CAPITAL ASSETS - NEW**



**2018 Business Plan**

**Works - General Tax**

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
07. Engineering and Staff Support	Construction	1/2 Ton Pick-up Truck	19	1	\$ 40,000	\$40,000	\$13,334	\$0	<b>\$13,334</b>
	Traffic Engineering & Operations	1/2 Ton Pick-up Truck	128	1	\$ 40,000	\$40,000	\$40,000	\$0	<b>\$40,000</b>
		Trailer Mounted Utility Vacuum System	129	1	\$ 65,000	\$65,000	\$65,000	\$0	<b>\$65,000</b>
08. Facilities Management	101 Consumers	Installation of Security Cameras in Storage Compound	4	1	\$ 16,500	\$16,500	\$16,500	\$0	<b>\$16,500</b>
	Ajax Depot	Access Control on Gates	7	1	\$ 96,000	\$96,000	\$32,000	\$0	<b>\$32,000</b>
	All Depots	Keybox	13	1	\$ 114,000	\$114,000	\$38,000	\$0	<b>\$38,000</b>
	Oshawa/Whitby Depot	Install perimeter fencing and gate	118	1	\$ 235,000	\$235,000	\$78,334	\$0	<b>\$78,334</b>
	Seaton	Seaton Facility Site Master Plan	142	1	\$ 160,000	\$160,000	\$40,000	\$0	<b>\$40,000</b>
10. Depot Operations	Oshawa/Whitby Depot	Tandem Combination Dump Truck/Snow Plow	113	1	\$ 360,000	\$360,000	\$120,000	\$0	<b>\$120,000</b>
	Sunderland Depot	Laptop/Tablet Vehicle Mount	126	1	\$ 2,700	\$2,700	\$900	\$0	<b>\$900</b>
<b>Grand Total</b>						<b>\$1,129,200</b>	<b>\$444,068</b>	<b>\$0</b>	<b>\$444,068</b>

**Tangible Capital Asset Program Summary**

1R Facilities Management - New	204,834
3R Fleet and Equipment - New	239,234
	<u><b>444,068</b></u>



**2018 Business Plan**

**Works - General Tax**

**TANGIBLE CAPITAL ASSETS - REPLACEMENT**

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
07. Engineering and Staff Support	Construction	Scanner and Wide Format B&W Printer (Oce Replacement)	18	1	\$ 65,000	\$65,000	\$21,666	\$0	\$21,666
		Survey Total Station	22	1	\$ 40,000	\$40,000	\$13,334	\$0	\$13,334
	Financial Services	Desktop Computer & Monitor Refresh	136	209	\$ 950	\$198,550	\$57,950	\$0	\$57,950
		Laptop Computer & Monitor Refresh	138	35	\$ 1,729	\$60,500	\$15,000	\$0	\$15,000
		Office Reconfiguration	135	1	\$ 80,000	\$80,000	\$26,666	\$0	\$26,666
		Power Computer & Monitor Refresh	139	19	\$ 2,671	\$50,750	\$4,584	\$0	\$4,584
		Power Desktop Computer & Monitor Refresh	137	86	\$ 1,951	\$167,805	\$37,805	\$0	\$37,805
	Toughbook	140	1	\$ 2,500	\$2,500	\$2,500	\$0	\$2,500	
08. Facilities Management	All Depots	Digital Video Recorder (DVR) Upgrades	14	1	\$ 30,000	\$30,000	\$10,000	\$0	\$10,000
	Oshawa/Whitby Depot	Fleet Garage Furnace Replacement	115	1	\$ 70,000	\$70,000	\$23,334	\$0	\$23,334
		Replace Hydraulic Cylinders in Hoist #2	117	1	\$ 120,000	\$120,000	\$40,000	\$0	\$40,000
		Replace RVL 40,000 lb. Hoist	112	1	\$ 51,667	\$51,667	\$51,667	\$0	\$51,667
11. Fleet Operations	Ajax Depot	Class 05 - 1 Ton Service	24	1	\$ 59,000	\$59,000	\$59,000	(\$59,000)	\$0
		Class 09 - Tandem	26	1	\$ 360,000	\$360,000	\$360,000	(\$360,000)	\$0
		Class 13 - 1/2 Ton Pick up	37	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0
			38	1	\$ 49,000	\$49,000	\$49,000	(\$49,000)	\$0
		Class 18 - Plow/Wing	50	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
		Class 22 - 3/4 Ton Van	55	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0
			56	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0
		Class 24 - Hopper/Sander	58	1	\$ 25,000	\$25,000	\$25,000	(\$25,000)	\$0
		Class 32 - Heavy Duty Backhoe	66	1	\$ 245,000	\$245,000	\$245,000	(\$245,000)	\$0
		Class 46 - 3 Ton Crew Cab	71	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0
		Class 50 - Articulated Loader	73	1	\$ 265,000	\$265,000	\$265,000	(\$265,000)	\$0
		Class 55 - Water Pumps	75	1	\$ 5,500	\$5,500	\$5,500	(\$5,500)	\$0
		Class 80 - Asphalt Spray Patch	86	1	\$ 45,000	\$45,000	\$45,000	(\$45,000)	\$0
		Class 85 - Portable Generator	88	1	\$ 4,000	\$4,000	\$4,000	(\$4,000)	\$0
		Class 92 - Concrete Cutter/Chainsaw	89	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
			90	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
	94		1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0	
	96		1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
		97	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
		100	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
Ajax WSP	Class 13 - 1/2 Ton Pick up	32	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
		35	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
		41	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
Construction	Class 15 - 1 Ton Van	44	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0	



# TANGIBLE CAPITAL ASSETS - REPLACEMENT

**2018 Business Plan**

**Works - General Tax**

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
11. Fleet Operations	Construction	Class 55 - Water Pumps	76	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
	Corbett Creek	Class 46 - 3 Ton Crew Cab	69	1	\$ 120,000	\$120,000	\$120,000	(\$120,000)	\$0
	Facilities - Maintenance & Operations	Class 15 - 1 Ton Van	45	1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0
			46	1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0
			47	1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0
	Lake Simcoe WPCP	Class 46 - 3 Ton Crew Cab	68	1	\$ 120,000	\$120,000	\$120,000	(\$120,000)	\$0
	Orono Depot	Class 09 - Tandem	28	1	\$ 360,000	\$360,000	\$360,000	(\$360,000)	\$0
		Class 18 - Plow/Wing	52	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
		Class 25 - Heavy Duty Grader	59	1	\$ 345,000	\$345,000	\$345,000	(\$345,000)	\$0
		Class 32 - Heavy Duty Backhoe	65	1	\$ 245,000	\$245,000	\$245,000	(\$245,000)	\$0
		Class 50 - Articulated Loader	74	1	\$ 265,000	\$265,000	\$265,000	(\$265,000)	\$0
		Class 62 - Pavement Roller	79	1	\$ 50,000	\$50,000	\$50,000	(\$50,000)	\$0
		Class 80 - Asphalt Spray Patch	83	1	\$ 45,000	\$45,000	\$45,000	(\$45,000)	\$0
		Class 92 - Concrete Cutter/Chainsaw	91	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
			93	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
			102	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
	Oshawa/Whitby Depot	Class 06 - Sports Utility Vehicle	25	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0
		Class 09 - Tandem	27	1	\$ 360,000	\$360,000	\$360,000	(\$360,000)	\$0
		Class 15 - 1 Ton Van	48	1	\$ 120,000	\$120,000	\$120,000	(\$120,000)	\$0
			49	1	\$ 120,000	\$120,000	\$120,000	(\$120,000)	\$0
		Class 18 - Plow/Wing	51	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
		Class 32 - Heavy Duty Backhoe	64	1	\$ 245,000	\$245,000	\$245,000	(\$245,000)	\$0
		Class 55 - Water Pumps	77	1	\$ 15,000	\$15,000	\$15,000	(\$15,000)	\$0
		Class 56 - Special Pumps	78	1	\$ 30,000	\$30,000	\$30,000	(\$30,000)	\$0
		Class 77 - Utility Trailer	81	1	\$ 17,000	\$17,000	\$17,000	(\$17,000)	\$0
		Class 80 - Asphalt Spray Patch	84	1	\$ 45,000	\$45,000	\$45,000	(\$45,000)	\$0
		Class 92 - Concrete Cutter/Chainsaw	92	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
			95	1	\$ 1,300	\$1,300	\$1,300	(\$1,300)	\$0
			98	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			99	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
	101		1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
	103		1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
	104	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0		
Emergency Fleet Equipment Replacement	105	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0		
Scugog Depot	Class 09 - Tandem	30	1	\$ 360,000	\$360,000	\$360,000	(\$360,000)	\$0	



**2018 Business Plan**

**Works - General Tax**

**TANGIBLE CAPITAL ASSETS - REPLACEMENT**

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax	
11. Fleet Operations	Scugog Depot	Class 09 - Tandem	31	1	\$ 360,000	\$360,000	\$360,000	(\$360,000)	\$0	
		Class 13 - 1/2 Ton Pick up	36	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
			42	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
		Class 18 - Plow/Wing	54	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0	
		Class 25 - Heavy Duty Grader	61	1	\$ 345,000	\$345,000	\$345,000	(\$345,000)	\$0	
		Class 46 - 3 Ton Crew Cab	70	1	\$ 120,000	\$120,000	\$120,000	(\$120,000)	\$0	
		Class 50 - Articulated Loader	72	1	\$ 265,000	\$265,000	\$265,000	(\$265,000)	\$0	
		Class 63 - Tamper	80	1	\$ 5,500	\$5,500	\$5,500	(\$5,500)	\$0	
		Class 78 - Tilt Bed Trailer	82	1	\$ 17,000	\$17,000	\$17,000	(\$17,000)	\$0	
	Class 80 - Asphalt Spray Patch	87	1	\$ 45,000	\$45,000	\$45,000	(\$45,000)	\$0		
	Sunderland Depot	Class 05 - 1 Ton Service	23	1	\$ 59,000	\$59,000	\$59,000	(\$59,000)	\$0	
		Class 09 - Tandem	29	1	\$ 360,000	\$360,000	\$360,000	(\$360,000)	\$0	
		Class 13 - 1/2 Ton Pick up	34	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
		Class 18 - Plow/Wing	53	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0	
		Class 24 - Hopper/Sander	57	1	\$ 25,000	\$25,000	\$25,000	(\$25,000)	\$0	
		Class 25 - Heavy Duty Grader	60	1	\$ 345,000	\$345,000	\$345,000	(\$345,000)	\$0	
		Class 46 - 3 Ton Crew Cab	67	1	\$ 105,000	\$105,000	\$105,000	(\$105,000)	\$0	
	Class 80 - Asphalt Spray Patch	85	1	\$ 45,000	\$45,000	\$45,000	(\$45,000)	\$0		
	Traffic Engineering & Operations	Class 28 - 2 Ton Cube Van	62	1	\$ 150,000	\$150,000	\$150,000	(\$150,000)	\$0	
			63	1	\$ 150,000	\$150,000	\$150,000	(\$150,000)	\$0	
	Uxbridge WSP	Class 13 - 1/2 Ton Pick up	33	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
			43	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
	Waste Management	Class 13 - 1/2 Ton Pick up	39	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
			40	1	\$ 46,000	\$46,000	\$46,000	(\$46,000)	\$0	
	<b>Grand Total</b>						<b>\$8,651,372</b>	<b>\$8,019,106</b>	<b>(\$7,714,600)</b>	<b>\$304,506</b>

**Tangible Capital Asset Program Summary**

2R Facilities Management - Replacement  
 4R Fleet and Equipment - Replacement

125,001  
 7,894,105  
8,019,106

**PROGRAM 5R  
TCA - CONSTRUCTION**



**2018 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b><u>Construction Expenditures</u></b>					
Road Rehabilitation	23,484	23,484	26,031	-	26,031
Replacement/Rehabilitation of Structures	6,110	6,110	7,360	-	7,360
Road Construction (Growth Related)	38,965	38,965	27,690	-	27,690
Traffic Control	5,020	5,020	4,955	-	4,955
Highway 407 Road Related	5,725	5,725	11,700	-	11,700
BRT Related	-	-	5,050	-	5,050
Other	1,861	1,861	2,848	-	2,848
<b>Total Construction Expenditures</b>	<b>81,165</b>	<b>81,165</b>	<b>85,634</b>	<b>-</b>	<b>85,634</b>
<b><u>Funding Sources</u></b>					
Regional Road Reserve (Growth Related)	(12,566)	(12,566)	(12,603)	-	(12,603)
Roads Rehabilitation Reserve	(21,245)	(21,245)	(23,650)	-	(23,650)
Bridge Rehabilitation Reserve	(5,525)	(5,525)	(5,525)	-	(5,525)
<b>Total Special Tax Funding</b>	<b>(39,336)</b>	<b>(39,336)</b>	<b>(41,778)</b>	<b>-</b>	<b>(41,778)</b>
<b><u>Development Charge Financing</u></b>					
Residential	(30,082)	(30,082)	(29,720)	-	(29,720)
Commercial	(4,424)	(4,424)	(4,371)	-	(4,371)
Industrial	(969)	(969)	(2,160)	-	(2,160)
<b>Total Development Charge Financing</b>	<b>(35,475)</b>	<b>(35,475)</b>	<b>(36,251)</b>	<b>-</b>	<b>(36,251)</b>
<b><u>Other Funding</u></b>					
Funding from Others	(194)	(194)	(1,400)	-	(1,400)
<b>Total Other Funding</b>	<b>(194)</b>	<b>(194)</b>	<b>(1,400)</b>	<b>-</b>	<b>(1,400)</b>
<b>Total Funding Sources</b>	<b>(75,005)</b>	<b>(75,005)</b>	<b>(79,429)</b>	<b>-</b>	<b>(79,429)</b>
<b>Net Construction Costs</b>	<b>6,160</b>	<b>6,160</b>	<b>6,205</b>	<b>-</b>	<b>6,205</b>



## 2018 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
13	Grandview St. N. (Hwy 407 to Columbus Rd. E.) and Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	O.10	D,P	250,000	0	250,000	250,000	0	0	0	0
14	Columbus Rd. (Townline Rd. N. to Enfield Rd. (Reg. Rd. 34))	O.10	D	50,000	0	50,000	50,000	0	0	0	0
22	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	D,P,U	320,000	0	320,000	320,000	0	0	0	0
26	Reg. Rd. 8. (Mill Run Gate to 0.4 km west of Conc. Rd. 4)	O.10	D	100,000	0	100,000	100,000	0	0	0	0
40	Durham Road 20 (0.25km East of Reg. Rd. 57 to West of Middle Road)	O.10	C	961,000	0	961,000	961,000	0	0	0	0
91	Farewell St. (Harbour Rd. to Bloor St.)	O.10	U	150,000	0	150,000	150,000	0	0	0	0
95	Region Rd. 57 (Taunton Rd. to Hwy 407)	O.10	D	200,000	0	200,000	200,000	0	0	0	0
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	350,000	0	350,000	350,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	O.10	C	0	0	0	0	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
116	Signal Installation Program	1.99	C	1,600,000	0	160,000	160,000	259,200	57,600	144,000	979,200
117	Signal Modernization Program	O.13	C	1,270,000	0	1,270,000	1,270,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	O.13	C	500,000	0	500,000	500,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	O.13	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	O.14	C	600,000	0	600,000	600,000	0	0	0	0
121	Intelligent Transportation System (ITS) Projects	O.6	D,C	735,000	0	73,500	73,500	119,070	26,460	66,150	449,820
122	Uninterruptible Power Supply (UPS) Installation Program	O.13	D,C	150,000	0	150,000	150,000	0	0	0	0
123	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
125	Miscellaneous Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
126	Transportation Master Plan Studies	O.5	D	150,000	0	0	0	27,000	6,000	15,000	102,000
128	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	O.12	D	75,000	0	75,000	75,000	0	0	0	0
131	Bridge Deck Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
132	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,221,000</b>	<b>0</b>	<b>6,204,500</b>	<b>6,204,500</b>	<b>542,970</b>	<b>120,660</b>	<b>301,650</b>	<b>2,051,220</b>
<b>B Special Rehabilitation Levy</b>											
7	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
8	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to Elgin St. East)	O.10	D,U,C	500,000	0	500,000	500,000	0	0	0	0
11	Simcoe St. (Beech St. to Reach St. (Reg. Rd. 8))	O.10	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
20	Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)	O.10	P,U	240,000	0	240,000	240,000	0	0	0	0
30	Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)	O.10	D,U	200,000	0	200,000	200,000	0	0	0	0
31	Zephyr Rd. (Conc. 5 to 0.7 km east of Conc. 5)	O.10	U	175,000	0	175,000	175,000	0	0	0	0
32	Reg. Rd. 13. (Lake Ridge Rd. - 1.5 km west of Highway 12) PH I	O.9	C	685,000	0	685,000	685,000	0	0	0	0
54	Lake Ridge Rd. (1.6km N. of Hwy. 7 to S. of Conc. 9 (Reg. Rd. 5))	O.10	C	9,000,000	0	9,000,000	9,000,000	0	0	0	0
55	Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.	O.10	P	150,000	0	150,000	150,000	0	0	0	0
56	Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.	O.10	D,U	250,000	0	250,000	250,000	0	0	0	0
69	Reg. Rd. 30 York Durham Line (Wagg Rd. to Aurora Rd.)	O.10	D	100,000	0	100,000	100,000	0	0	0	0
70	Reg. Rd. 30 York Durham Line (Reg. Rd. 8 to Vivian Rd.)	O.10	U,P	300,000	0	300,000	300,000	0	0	0	0
84	Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)	O.10	D,P	250,000	0	250,000	250,000	0	0	0	0
90	Townline Rd. (Beatrice Rd. to Taunton Rd.)	O.10	EA,D	100,000	0	100,000	100,000	0	0	0	0
96	Region Rd. 57 (S. of Conc. Rd. 3 to 0.13 km N. of Conc. Rd. 4)	O.10	P,C	8,400,000	0	8,400,000	8,400,000	0	0	0	0
103	Wentworth St. (Simcoe St. to Farewell St.)	O.10	D	100,000	0	100,000	100,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	O.10	C	350,000	0	350,000	350,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>23,650,000</b>	<b>0</b>	<b>23,650,000</b>	<b>23,650,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2018 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>C Structure Rehabilitation/Replacement Funding</b>											
144	Reg. Rd. 6, Saintfield Rd. Bridge Replacement	O.11	P	50,000	0	50,000	50,000	0	0	0	0
162	Reg. Rd. 23, White's Creek Bridge	O.12	C	550,000	0	550,000	550,000	0	0	0	0
170	Reg. Rd. 43, Cochrane St. / CP Overpass	O.12	C	600,000	0	600,000	600,000	0	0	0	0
174	Reg. Rd. 50, Trent Canal Overpass	O.12	D	100,000	50,000	50,000	50,000	0	0	0	0
175	Reg. Rd. 51, Gamebridge Bridge	O.12	D,C	2,700,000	1,350,000	1,350,000	1,350,000	0	0	0	0
180	Reg. Rd. 57, Robins Bridge	O.12	D	50,000	0	50,000	50,000	0	0	0	0
181	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	EA,C	300,000	0	300,000	300,000	0	0	0	0
185	Reg. Rd. 59, Gibb St. over Oshawa Creek Bridge	O.12	U	75,000	0	75,000	75,000	0	0	0	0
187	Reg. Hwy 47, Uxbridge Brook Culvert Replacement	O.11	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>6,925,000</b>	<b>1,400,000</b>	<b>5,525,000</b>	<b>5,525,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2018 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Bayly St. to Kingston Rd.)	1.1	C	450,000	0	40,500	40,500	73,710	16,380	40,950	278,460
3	Brock Rd. (Taunton Rd. - 5th Concession Rd.)	1.4	U.C	540,000	0	37,800	37,800	90,396	20,088	50,220	341,496
9	Simcoe St. (N. of Conlin Rd. - Winchester Rd.)	2.1	D,U,C	10,000,000	0	1,400,000	1,400,000	1,548,000	344,000	860,000	5,848,000
12	Winchester (Baldwin St. - Garrard Rd.) PH II Baldwin St. to Anderson St.	3.1	U	200,000	0	8,000	8,000	34,560	7,680	19,200	130,560
15	Reg. Rd. 3 (Concession 8) / Reg. Rd. 57 Intersection	1.45	U	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
19	Taunton Rd. / Anderson St. Intersection	1.9	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
21	Taunton Rd. / Courtice Rd. Intersection	1.12	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
23	Taunton Rd. / Region Rd.57 Intersection, incl. bridge replacement	1.13	D,P,U	600,000	0	60,000	60,000	97,200	21,600	54,000	367,200
29	Reg. Rd. 12 / Lake Ridge Rd. Intersection	1.21	C	3,000,000	0	300,000	300,000	486,000	108,000	270,000	1,836,000
34	Liberty St. / Concession Rd. 3 Intersection	1.99	EA,D,P	350,000	0	35,000	35,000	56,700	12,600	31,500	214,200
36	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	EA	500,000	0	170,000	170,000	59,400	13,200	33,000	224,400
43	Bayly St. / Church St. Intersection	1.88	D,P	350,000	0	35,000	35,000	56,700	12,600	31,500	214,200
47	Victoria St. (South Blair St. - W. of Thicksn Rd.)	22.4	P,U,C	2,750,000	0	412,500	412,500	420,750	93,500	233,750	1,589,500
48	Victoria St. (E. of Thicksn Rd. - W. of Stevenson Rd.)	22.5	U	900,000	0	162,000	162,000	132,840	29,520	73,800	501,840
52	Lake Ridge Rd. (Bayly St. - Kingston Rd.)	23.1	D	300,000	0	99,000	99,000	36,180	8,040	20,100	136,680
53	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	EA	300,000	0	45,000	45,000	45,900	10,200	25,500	173,400
57	Thicksn Rd. (Wentworth St. - CNR Kingston)	26.1	P,U	300,000	0	48,000	48,000	45,360	10,080	25,200	171,360
59	Thicksn Rd. / Burns St. Intersection	1.88	D	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
64	Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection	112.1	P,C	270,000	0	35,100	35,100	42,282	9,396	23,490	159,732
65	Rossland Rd. / Garden St. Intersection	1.25	U	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
66	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	EA	500,000	0	20,000	20,000	86,400	19,200	48,000	326,400
68	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	EA	300,000	0	18,000	18,000	50,760	11,280	28,200	191,760
74	Westney Rd. (N. of Rossland Rd. - Taunton Rd.)	31.4	C	300,000	0	12,000	12,000	51,840	11,520	28,800	195,840
76	Harmony Rd. (Rossland Rd. - Taunton Rd.)	33.3	C	9,000,000	0	540,000	540,000	1,522,800	338,400	846,000	5,752,800
77	Harmony Rd. (N. of Coldstream Dr. - S. of Conlin Rd.)	33.4	P	500,000	0	85,000	85,000	74,700	16,600	41,500	282,200
87	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	EA	400,000	0	32,000	32,000	66,240	14,720	36,800	250,240
88	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	EA	300,000	0	105,000	105,000	35,100	7,800	19,500	132,600
89	Townline Rd. / Pebblestone Rd. Intersection	1.41	U,C	1,250,000	0	125,000	125,000	202,500	45,000	112,500	765,000
92	Martin Rd. (Baseline Rd. to S. of Reg. Hwy 2)	57.1	U	400,000	0	80,000	80,000	57,600	12,800	32,000	217,600
93	Durham Rd. 57, (S. of Reg. Hwy 2 to N. of Stevens Rd.)	57.1	P,U	330,000	0	66,000	66,000	47,520	10,560	26,400	179,520
98	Manning Rd./ Brock St. Intersection	1.52	C	200,000	0	20,000	20,000	32,400	7,200	18,000	122,400
99	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.)	58.1	P	1,000,000	0	10,000	10,000	178,200	39,600	99,000	673,200
101	Gibb St. (E. of Stevenson Rd. - Simcoe St.)	59.1	D,P	2,850,000	0	513,000	513,000	420,660	93,480	233,700	1,589,160
104	Reg. Hwy. 2 (Delta Blvd. to Merritt Rd. and Dixie Rd. to Liverpool Rd.)	102.3	P	3,250,000	0	227,500	227,500	544,050	120,900	302,250	2,055,300
105	Reg. Hwy. 2 (Salem Rd. to Galea Dr.)	102.4	P	1,800,000	0	162,000	162,000	294,840	65,520	163,800	1,113,840
108	Reg. Hwy. 12 (N. of Taunton Rd. - N. of Garden St.)	112.2	D	500,000	0	60,000	60,000	79,200	17,600	44,000	299,200
110	Region Hwy 47 / Concession 6 Intersection	1.99	EA	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
124	Miscellaneous Property Acquisition	0.2	P	98,290	0	9,829	9,829	15,923	3,538	8,846	60,153
127	Contingencies - Development Related	0.4		1,000,000	0	100,000	100,000	162,000	36,000	90,000	612,000
129	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>45,838,290</b>	<b>0</b>	<b>5,148,229</b>	<b>5,148,229</b>	<b>7,324,211</b>	<b>1,627,602</b>	<b>4,069,006</b>	<b>27,669,241</b>
<b>Grand Total Attribution</b>				<b>85,634,290</b>	<b>1,400,000</b>	<b>40,527,729</b>	<b>40,527,729</b>	<b>7,867,181</b>	<b>1,748,262</b>	<b>4,370,656</b>	<b>29,720,461</b>
Available Development Charges								2,160,162	0	4,370,656	-2,160,162
Development Charge Shortfall to be Financed from Special Levy for Growth Related Projects								5,707,019	1,748,262	0	0
<b>Grand Total Financing</b>				<b>85,634,290</b>	<b>1,400,000</b>	<b>40,527,729</b>	<b>40,527,729</b>	<b>2,160,162</b>	<b>0</b>	<b>4,370,656</b>	<b>29,720,461</b>

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County	\$1,400,000
<b>TOTAL</b>	<b>\$1,400,000</b>

## 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	450,000	0	450,000	450,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	O.10	C	2,648,000	0	2,648,000	2,648,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
116	Signal Installation Program	1.99	C	1,650,000	0	165,000	165,000	267,300	59,400	148,500	1,009,800
117	Signal Modernization Program	O.13	C	1,390,000	0	1,390,000	1,390,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	O.13	C	600,000	0	600,000	600,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	O.13	C	1,060,000	0	1,060,000	1,060,000	0	0	0	0
120	Road Safety Program	O.14	C	650,000	0	650,000	650,000	0	0	0	0
121	Intelligent Transportation System (ITS) Projects	O.6	D,C	910,000	0	91,000	91,000	147,420	32,760	81,900	556,920
122	Uninterruptible Power Supply (UPS) Installation Program	O.13	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
125	Miscellaneous Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
126	Transportation Master Plan Studies	O.5	D	150,000	0	0	0	27,000	6,000	15,000	102,000
128	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	O.12	D	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>11,568,000</b>	<b>0</b>	<b>8,349,000</b>	<b>8,349,000</b>	<b>579,420</b>	<b>128,760</b>	<b>321,900</b>	<b>2,188,920</b>
<b>B Special Rehabilitation Levy</b>											
6	Conc. Rd. 7 (Reg. Rd. 11 to 0.4 km N. of Ashworth Rd.)	O.10	C	4,000,000	0	4,000,000	4,000,000	0	0	0	0
8	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to Elgin St. East)	O.10	C	4,500,000	0	4,500,000	4,500,000	0	0	0	0
13	Grandview St. N. (Hwy 407 to Columbus Rd. E.) and Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	O.10	D,P,U	310,000	0	310,000	310,000	0	0	0	0
14	Columbus Rd. (Townline Rd. N. to Enfield Rd. (Reg. Rd. 34))	O.10	P	150,000	0	150,000	150,000	0	0	0	0
20	Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)	O.10	C	200,000	0	200,000	200,000	0	0	0	0
22	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	P,U,C	3,300,000	0	3,300,000	3,300,000	0	0	0	0
26	Reg. Rd. 8. (Mill Run Gate to 0.4 km west of Conc. Rd. 4)	O.10	C	3,500,000	0	3,500,000	3,500,000	0	0	0	0
28	Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18)	O.10	D	50,000	0	50,000	50,000	0	0	0	0
31	Zephyr Rd. (Conc. 5 to 0.7 km east of Conc. 5)	O.10	C	690,000	0	690,000	690,000	0	0	0	0
32	Reg. Rd. 13. (Lake Ridge Rd. - 1.5 km west of Highway 12) PH I	O.9	C	3,800,000	0	3,800,000	3,800,000	0	0	0	0
55	Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.	O.10	U	100,000	0	100,000	100,000	0	0	0	0
56	Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.	O.10	C	2,800,000	0	2,800,000	2,800,000	0	0	0	0
69	Reg. Rd. 30 York Durham Line (Wagg Rd. to Aurora Rd.)	O.10	C	600,000	0	600,000	600,000	0	0	0	0
70	Reg. Rd. 30 York Durham Line (Reg. Rd. 8 to Vivian Rd.)	O.10	C	1,600,000	0	1,600,000	1,600,000	0	0	0	0
84	Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)	O.10	U	200,000	0	200,000	200,000	0	0	0	0
90	Townline Rd. (Beatrice Rd. to Taunton Rd.)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
91	Farewell St. (Harbour Rd. to Bloor St.)	O.10	C	3,450,000	0	3,450,000	3,450,000	0	0	0	0
95	Region Rd. 57 (Taunton Rd. to Hwy 407)	O.10	U	50,000	0	50,000	50,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	O.10	C	2,602,000	0	2,602,000	2,602,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>32,002,000</b>	<b>0</b>	<b>32,002,000</b>	<b>32,002,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>C Structure Rehabilitation/Replacement Funding</b>											
134	Reg. Rd. 2, Simcoe St. / Oshawa Creek Bridge	O.12	P,U	150,000	0	150,000	150,000	0	0	0	0
141	Reg. Rd. 4, Hampton Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
144	Reg. Rd. 6, Saintfield Rd. Bridge Replacement	O.11	U	50,000	0	50,000	50,000	0	0	0	0
147	Reg. Rd. 8, Nonquon Bridge	O.11	D	75,000	0	75,000	75,000	0	0	0	0
148	Reg. Rd. 11, Smith Bridge	O.11	D	75,000	0	75,000	75,000	0	0	0	0
150	Reg. Rd. 13, Laurie Bridge	O.11	D	75,000	0	75,000	75,000	0	0	0	0
151	Reg. Rd. 15, Beaverton River Bridge	O.12	D	75,000	0	75,000	75,000	0	0	0	0
153	Reg. Rd. 16, Ritson Rd. / CP Overpass	O.12	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
163	Reg. Rd. 28, Rossland Road Over Oshawa Creek	O.12	D	200,000	0	200,000	200,000	0	0	0	0
174	Reg. Rd. 50, Trent Canal Overpass	O.12	C	1,500,000	750,000	750,000	750,000	0	0	0	0
181	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	D	200,000	0	200,000	200,000	0	0	0	0
185	Reg. Rd. 59, Gibb St. over Oshawa Creek Bridge	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>7,550,000</b>	<b>750,000</b>	<b>6,800,000</b>	<b>6,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution						
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges	
						Benefit to Existing	General Levy Total					
<b>D Special Levy for Growth Related Projects</b>												
3	Brock Rd. (Taunton Rd. - 5th Concession Rd.)	1.4	C	10,000,000	0	700,000	700,000	1,674,000	372,000	930,000	6,324,000	
3	Brock Rd. / Taunton Rd. Intersection	1.1	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800	
4	Brock Rd. / 7th Concession Rd. Intersection	1.2	D	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800	
5	Brock Rd. / Goodwood Rd. Intersection	1.3	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200	
12	Winchester (Baldwin St. - Garrard Rd.) PH II: Baldwin St. to Anderson St.	3.1	C	300,000	0	12,000	12,000	51,840	11,520	28,800	195,840	
15	Reg. Rd. 3 (Concession 8) / Reg. Rd. 57 Intersection	1.45	C	1,500,000	0	150,000	150,000	243,000	54,000	135,000	918,000	
19	Taunton Rd. / Anderson St. Intersection	1.9	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200	
21	Taunton Rd. / Courtyce Rd. Intersection	1.12	U	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600	
24	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.14	EA	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600	
34	Liberty St. / Concession Rd. 3 Intersection	1.99	U	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600	
36	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	D	500,000	0	170,000	170,000	59,400	13,200	33,000	224,400	
43	Bayly St. / Church St. Intersection	1.88	U	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400	
44	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	EA	400,000	0	28,000	28,000	66,960	14,880	37,200	252,960	
47	Victoria St. (South Blair St. - W. of Thickson Rd.)	22.4	C	7,750,000	0	1,162,500	1,162,500	1,185,750	263,500	658,750	4,479,500	
52	Lake Ridge Rd. (Bayly St. - Kingston Rd.)	23.1	P	100,000	0	33,000	33,000	12,060	2,680	6,700	45,560	
53	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	D	200,000	0	30,000	30,000	30,600	6,800	17,000	115,600	
57	Thickson Rd. (Wentworth St. - CNR Kingston)	26.1	C	200,000	0	32,000	32,000	30,240	6,720	16,800	114,240	
59	Thickson Rd. / Burns St. Intersection	1.88	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600	
60	Thickson Rd. / Rossland Rd. Intersection	1.22	D	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800	
61	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	EA	500,000	0	80,000	80,000	75,600	16,800	42,000	285,600	
63	Rossland Rd. / Cochrane St. Intersection	1.24	D	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600	
64	Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection	112.1	C	6,500,000	0	845,000	845,000	1,017,900	226,200	565,500	3,845,400	
66	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	D	500,000	0	20,000	20,000	86,400	19,200	48,000	326,400	
68	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	D	300,000	0	18,000	18,000	50,760	11,280	28,200	191,760	
70	York Durham Line / Region Rd. 8 Intersection	1.28	C	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600	
70	York Durham Line / Vivian Rd. Intersection	1.29	C	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200	
71	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	D	250,000	0	25,000	25,000	40,500	9,000	22,500	153,000	
72	Westney Rd. (Bayly St. to Hwy 401)	31.1	EA	200,000	0	16,000	16,000	33,120	7,360	18,400	125,120	
73	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	EA	200,000	0	10,000	10,000	34,200	7,600	19,000	129,200	
77	Harmony Rd. (N. of Coldstream Dr. - S. of Conlin Rd.)	33.4	C	5,400,000	0	918,000	918,000	806,760	179,280	448,200	3,047,760	
85	Thornton Rd. (Consumers Dr. extension - N. of Gibb St.)	52.1	EA	500,000	0	35,000	35,000	83,700	18,600	46,500	316,200	
87	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	D	500,000	0	40,000	40,000	82,800	18,400	46,000	312,800	
93	Durham Rd. 57. (S. of Reg. Hwy 2 to N. of Stevens Rd.)	57.1	C	5,250,000	0	1,050,000	1,050,000	756,000	168,000	420,000	2,856,000	
93	Durham Rd. 57. (S. of Reg. Hwy 2 to N. of Stevens Rd.) Stevens Rd. Int.	1.42	C	250,000	0	25,000	25,000	40,500	9,000	22,500	153,000	
97	Region Road 57 / Concession 7 Intersection	1.44	EA	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600	
98	Manning Rd./ Brock St. Intersection	1.52	C	2,500,000	0	250,000	250,000	405,000	90,000	225,000	1,530,000	
99	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.)	58.1	U	100,000	0	1,000	1,000	17,820	3,960	9,900	67,320	
101	Gibb St. (E. of Stevenson Rd. - Simcoe St.)	59.1	D,P,C	1,900,000	0	342,000	342,000	280,440	62,320	155,800	1,059,440	
102	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	P	1,000,000	0	30,000	30,000	174,600	38,800	97,000	659,600	
107	King St. / Lambs Rd. Intersection	1.48	EA	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600	
108	Reg. Hwy. 12 (N. of Taunton Rd. - N. of Garden St.)	112.2	P	500,000	0	60,000	60,000	79,200	17,600	44,000	299,200	
110	Region Hwy 47 / Concession 6 Intersection	1.99	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200	
124	Miscellaneous Property Acquisition	0.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200	
127	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600	
129	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000	
<b>Total Special Roads Levy</b>				<b>50,450,000</b>	<b>0</b>	<b>6,367,500</b>	<b>6,367,500</b>	<b>7,934,850</b>	<b>1,763,300</b>	<b>4,408,250</b>	<b>29,976,100</b>	
<b>Grand Total Financing</b>				<b>101,570,000</b>	<b>750,000</b>	<b>53,518,500</b>	<b>53,518,500</b>	<b>8,514,270</b>	<b>1,892,060</b>	<b>4,730,150</b>	<b>32,165,020</b>	

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County	<u>\$750,000</u>
<b>TOTAL</b>	<b>\$750,000</b>

## 2020 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	O.10	C	2,830,000	0	2,830,000	2,830,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	275,400	61,200	153,000	1,040,400
117	Signal Modernization Program	O.13	C	1,430,000	0	1,430,000	1,430,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	O.13	C	600,000	0	600,000	600,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	O.13	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	O.14	C	700,000	0	700,000	700,000	0	0	0	0
121	Intelligent Transportation System (ITS) Projects	O.6	D,C	760,000	0	76,000	76,000	123,120	27,360	68,400	465,120
122	Uninterruptible Power Supply (UPS) Installation Program	O.13	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Miscellaneous Engineering Activities	O.1	E,A,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
125	Miscellaneous Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
126	Transportation Master Plan Studies	O.5	D	150,000	0	0	0	27,000	6,000	15,000	102,000
128	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	O.12	D	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>10,730,000</b>	<b>0</b>	<b>7,601,000</b>	<b>7,601,000</b>	<b>563,220</b>	<b>125,160</b>	<b>312,900</b>	<b>2,127,720</b>
<b>B Special Rehabilitation Levy</b>											
7	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	O.10	C	4,800,000	0	4,800,000	4,800,000	0	0	0	0
13	Grandview St. N. (Hwy 407 to Columbus Rd. E.) and Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	O.10	C	2,600,000	0	2,600,000	2,600,000	0	0	0	0
14	Columbus Rd. (Townline Rd. N. to Enfield Rd. (Reg. Rd. 34))	O.10	U	100,000	0	100,000	100,000	0	0	0	0
20	Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)	O.10	C	4,000,000	0	4,000,000	4,000,000	0	0	0	0
22	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	P,U,C	3,400,000	0	3,400,000	3,400,000	0	0	0	0
28	Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18)	O.10	U	50,000	0	50,000	50,000	0	0	0	0
30	Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)	O.10	C	1,200,000	0	1,200,000	1,200,000	0	0	0	0
32	Reg. Rd. 13, (Lake Ridge Rd. - 1.5 km west of Highway 12) PH II	O.9	C	8,800,000	0	8,800,000	8,800,000	0	0	0	0
34	Liberty St. from Longworth Ave. to Concession Rd. 3	O.10	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
55	Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.	O.10	C	4,500,000	0	4,500,000	4,500,000	0	0	0	0
84	Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)	O.10	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
90	Townline Rd. (Beatrice Rd. to Taunton Rd.)	O.10	C	500,000	0	500,000	500,000	0	0	0	0
95	Region Rd. 57 (Taunton Rd. to Hwy 407)	O.10	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
103	Wentworth St. (Simcoe St. to Farewell St.)	O.10	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	O.10	C	0	0	0	0	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>38,450,000</b>	<b>0</b>	<b>38,450,000</b>	<b>38,450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
134	Reg. Rd. 2, Simcoe St. / Oshawa Creek Bridge	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
135	Reg. Rd. 2, Seagrave Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
139	Reg. Rd. 4, W.A. Twelvetreets Bridge Rehabilitation	O.12	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
144	Reg. Rd. 6, Saintfield Rd. Bridge Replacement	O.11	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
151	Reg. Rd. 15, Beaverton River Bridge	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
161	Reg. Rd. 23, Beaverton Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
180	Reg. Rd. 57, Robins Bridge	O.12	C	500,000	0	500,000	500,000	0	0	0	0
181	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	P	50,000	0	50,000	50,000	0	0	0	0
186	Reg. Hwy 2, Kingston Road Over Duffins Creek	O.12	D	200,000	0	200,000	200,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>9,400,000</b>	<b>0</b>	<b>9,400,000</b>	<b>9,400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2020 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
4	Brock Rd. / 7th Concession Rd. Intersection	1.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
5	Brock Rd. / Goodwood Rd. Intersection	1.3	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
12	Winchester (Baldwin St. - Garrard Rd.) PH II: Baldwin St. to Anderson St.	3.1	C	6,600,000	0	264,000	264,000	1,140,480	253,440	633,600	4,308,480
19	Taunton Rd. / Anderson St. Intersection	1.9	C	800,000	0	80,000	80,000	129,600	28,800	72,000	489,600
21	Taunton Rd. / Courtoise Rd. Intersection	1.12	C	200,000	0	20,000	20,000	32,400	7,200	18,000	122,400
23	Taunton Rd. / Region Rd.57 Intersection, incl. bridge replacement	1.13	C	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
24	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.14	D	160,000	0	16,000	16,000	25,920	5,760	14,400	97,920
33	Liberty Reg. Rd. 14 (Baseline Rd. - King St)	14.1	P	400,000	0	140,000	140,000	46,800	10,400	26,000	176,800
34	Liberty St. / Concession Rd. 3 Intersection	1.99	C	3,200,000	0	320,000	320,000	518,400	115,200	288,000	1,958,400
35	Ritson Rd. / Beatrice St. Intersection	1.15	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
36	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	P	100,000	0	34,000	34,000	11,880	2,640	6,600	44,880
41	Bayly St. / Sandy Beach Rd. Intersection	1.19	D	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
44	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	D	400,000	0	28,000	28,000	66,960	14,880	37,200	252,960
46	Victoria St. / Brock St. Intersection	1.51	D	220,000	0	22,000	22,000	35,640	7,920	19,800	134,640
48	Victoria St. (E. of Thicksn Rd. - W. of Stevenson Rd.)	22.5	C	9,000,000	0	1,620,000	1,620,000	1,328,400	295,200	738,000	5,018,400
52	Lake Ridge Rd. (Bayly St. - Kingston Rd.)	23.1	U	100,000	0	33,000	33,000	12,060	2,680	6,700	45,560
53	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	P	300,000	0	45,000	45,000	45,900	10,200	25,500	173,400
57	Thicksn Rd. (Wentworth St. - CNR Kingston)	26.1	C	3,100,000	0	496,000	496,000	468,720	104,160	260,400	1,770,720
59	Thicksn Rd. / Burns St. Intersection	1.88	C	600,000	0	60,000	60,000	97,200	21,600	54,000	367,200
60	Thicksn Rd. / Rossland Rd. Intersection	1.22	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
61	Thicksn Rd. (Taunton Rd. to Hwy 407)	26.5	D	500,000	0	80,000	80,000	75,600	16,800	42,000	285,600
63	Rossland Rd. / Cochrane St. Intersection	1.24	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
65	Rossland Rd. / Garden St. Intersection	1.25	C	2,200,000	0	220,000	220,000	356,400	79,200	198,000	1,346,400
66	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	P	100,000	0	4,000	4,000	17,280	3,840	9,600	65,280
68	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	P	100,000	0	6,000	6,000	16,920	3,760	9,400	63,920
71	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
73	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	D	300,000	0	15,000	15,000	51,300	11,400	28,500	193,800
74	Westney Rd. (N. of Rossland Rd. - Taunton Rd.)	31.4	C	11,300,000	0	452,000	452,000	1,952,640	433,920	1,084,800	7,376,640
82	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	EA	200,000	0	12,000	12,000	33,840	7,520	18,800	127,840
83	Salem Rd. / Rossland Rd. Intersection	1.23	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
85	Thornton Rd. (Consumers Dr. extension - N. of Gibb St.)	52.1	D	500,000	0	35,000	35,000	83,700	18,600	46,500	316,200
87	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	P	200,000	0	16,000	16,000	33,120	7,360	18,400	125,120
92	Martin Rd. (Baseline Rd. to S. of Reg. Hwy 2)	57.1	C	15,400,000	0	3,080,000	3,080,000	2,217,600	492,800	1,232,000	8,377,600
97	Region Road 57 / Concession 7 Intersection	1.44	D	160,000	0	16,000	16,000	25,920	5,760	14,400	97,920
101	Gibb St. (E. of Stevenson Rd. - Simcoe St.)	59.1	U	1,100,000	0	198,000	198,000	162,360	36,080	90,200	613,360
102	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	P	1,000,000	0	30,000	30,000	174,600	38,800	97,000	659,600
107	King St. / Lambs Rd. Intersection	1.48	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
108	Reg. Hwy. 12 (N. of Taunton Rd. - N. of Garden St.)	112.2	U	1,400,000	0	168,000	168,000	221,760	49,280	123,200	837,760
110	Region Hwy 47 / Concession 6 Intersection	1.99	P	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
124	Miscellaneous Property Acquisition	0.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
127	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
129	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>61,590,000</b>	<b>0</b>	<b>7,675,000</b>	<b>7,675,000</b>	<b>9,704,700</b>	<b>2,156,600</b>	<b>5,391,500</b>	<b>36,662,200</b>
<b>Grand Total Financing</b>				<b>120,170,000</b>	<b>0</b>	<b>63,126,000</b>	<b>63,126,000</b>	<b>10,267,920</b>	<b>2,281,760</b>	<b>5,704,400</b>	<b>38,789,920</b>



# 2021 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	O.10	C	2,843,000	0	2,843,000	2,843,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	275,400	61,200	153,000	1,040,400
117	Signal Modernization Program	O.13	C	1,220,000	0	1,220,000	1,220,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	O.13	C	750,000	0	750,000	750,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	O.13	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	O.14	C	700,000	0	700,000	700,000	0	0	0	0
121	Intelligent Transportation System (ITS) Projects	O.6	D,C	760,000	0	76,000	76,000	123,120	27,360	68,400	465,120
122	Uninterruptible Power Supply (UPS) Installation Program	O.13	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Miscellaneous Engineering Activities	O.1	E,A,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
125	Miscellaneous Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
126	Transportation Master Plan Studies	O.5	D	150,000	0	0	0	27,000	6,000	15,000	102,000
128	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	O.12	D	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>10,683,000</b>	<b>0</b>	<b>7,554,000</b>	<b>7,554,000</b>	<b>563,220</b>	<b>125,160</b>	<b>312,900</b>	<b>2,127,720</b>
<b>B Special Rehabilitation Levy</b>											
14	Columbus Rd. (Townline Rd. N. to Enfield Rd. (Reg. Rd. 34))	O.10	C	4,000,000	0	4,000,000	4,000,000	0	0	0	0
22	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	C	3,300,000	0	3,300,000	3,300,000	0	0	0	0
27	Reg. Rd. 8. (E. of Conc. 5 to Conc. 6)	O.10	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
28	Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18)	O.10	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
38	Main St. (Winter St. to Station St.)	O.10	D	100,000	0	100,000	100,000	0	0	0	0
39	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	D	200,000	0	200,000	200,000	0	0	0	0
43	Bayly St. from 0.2 km east of Church St. to John Mills Bridge	O.10	C	450,000	0	450,000	450,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	O.10	C	21,257,000	0	21,257,000	21,257,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>31,807,000</b>	<b>0</b>	<b>31,807,000</b>	<b>31,807,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
137	Reg. Rd. 3, Winchester Rd. Culvert	O.12	D	50,000	0	50,000	50,000	0	0	0	0
141	Reg. Rd. 4, Hampton Bridge	O.12	C	700,000	0	700,000	700,000	0	0	0	0
142	Reg. Rd. 4, Soper Creek Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
145	Reg. Rd. 8, Siloam Bridge	O.11	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
147	Reg. Rd. 8, Nonquon Bridge	O.11	C	750,000	0	750,000	750,000	0	0	0	0
148	Reg. Rd. 11, Smith Bridge	O.11	C	500,000	0	500,000	500,000	0	0	0	0
150	Reg. Rd. 13, Laurie Bridge	O.11	C	750,000	0	750,000	750,000	0	0	0	0
155	Reg. Rd. 16, Ritson Rd. Lot 8/9, Conc. 4 Culvert	O.12	D	50,000	0	50,000	50,000	0	0	0	0
156	Reg. Rd. 18, Newtonville Rd. Culvert, 0.37 km south of Concession Rd. 3	O.12	D	50,000	0	50,000	50,000	0	0	0	0
157	Reg. Rd. 18, Newtonville Rd. Culvert, 0.1 km north of Concession Rd. 4	O.12	D	50,000	0	50,000	50,000	0	0	0	0
163	Reg. Rd. 28, Rossland Road Over Oshawa Creek	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
181	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	U	100,000	0	100,000	100,000	0	0	0	0
182	Reg. Rd. 58, Manning Rd Culvert, 0.3 km East of Thicksion Rd	O.12	D	50,000	0	50,000	50,000	0	0	0	0
186	Reg. Hwy 2, Kingston Road Over Duffins Creek	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>8,150,000</b>	<b>0</b>	<b>8,150,000</b>	<b>8,150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2021 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
4	Brock Rd. / 7th Concession Rd. Intersection	1.2	U	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
5	Brock Rd. / Goodwood Rd. Intersection	1.3	C	2,500,000	0	250,000	250,000	405,000	90,000	225,000	1,530,000
21	Taunton Rd. / Courtice Rd. Intersection	1.12	C	3,000,000	0	300,000	300,000	486,000	108,000	270,000	1,836,000
23	Taunton Rd. / Region Rd.57 Intersection, incl. bridge replacement	1.13	C	6,700,000	0	670,000	670,000	1,085,400	241,200	603,000	4,100,400
24	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.14	P	200,000	0	20,000	20,000	32,400	7,200	18,000	122,400
33	Liberty Reg. Rd. 14 (Baseline Rd. - King St)	14.1	U	400,000	0	140,000	140,000	48,800	10,400	26,000	176,800
35	Ritson Rd. / Beatrice St. Intersection	1.15	P	250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
36	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	U	100,000	0	34,000	34,000	11,880	2,640	6,600	44,880
41	Bayly St. / Sandy Beach Rd. Intersection	1.19	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
43	Bayly St. / Church St. Intersection	1.88	C	6,150,000	0	615,000	615,000	996,300	221,400	553,500	3,763,800
44	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	P	400,000	0	28,000	28,000	66,960	14,880	37,200	252,960
46	Victoria St. / Brock St. Intersection	1.51	P	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
50	Bloor St. (East of Harmony Rd. - Grandview St.)	22.8	EA	400,000	0	12,000	12,000	69,840	15,520	38,800	263,840
52	Lake Ridge Rd. (Bayly St. - Kingston Rd.)	23.1	C	3,000,000	0	990,000	990,000	361,800	80,400	201,000	1,366,800
53	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	U	400,000	0	60,000	60,000	61,200	13,600	34,000	231,200
60	Thickson Rd. / Rossland Rd. Intersection	1.22	U	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
61	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	P	500,000	0	80,000	80,000	75,600	16,800	42,000	285,600
63	Rossland Rd. / Cochrane St. Intersection	1.24	C	175,000	0	17,500	17,500	28,350	6,300	15,750	107,100
66	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	U	300,000	0	12,000	12,000	51,840	11,520	28,800	195,840
68	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	U	200,000	0	12,000	12,000	33,840	7,520	18,800	127,840
71	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	U	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
73	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	P	300,000	0	15,000	15,000	51,300	11,400	28,500	193,800
78	Hopkins St Overpass	401.3	D	500,000	0	0	0	90,000	20,000	50,000	340,000
80	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	EA	500,000	0	180,000	180,000	57,600	12,800	32,000	217,600
82	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	D	200,000	0	12,000	12,000	33,840	7,520	18,800	127,840
83	Salem Rd. / Rossland Rd. Intersection	1.23	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
85	Thornton Rd. (Consumers Dr. extension - N. of Gibb St.)	52.1	P	300,000	0	21,000	21,000	50,220	11,160	27,900	189,720
86	Stevenson Rd. / Phillip Murray Ave. Intersection	1.39	D	70,000	0	7,000	7,000	11,340	2,520	6,300	42,840
87	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	U	400,000	0	32,000	32,000	66,240	14,720	36,800	250,240
88	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	D	500,000	0	175,000	175,000	58,500	13,000	32,500	221,000
94	Durham Rd. 57 (north of Stevens Rd. to Nash Rd.)	57.2	D	500,000	0	60,000	60,000	79,200	17,600	44,000	299,200
97	Region Road 57 / Concession 7 Intersection	1.44	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
99	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.)	58.1	C	12,000,000	0	120,000	120,000	2,138,400	475,200	1,188,000	8,078,400
101	Gibb St. (E. of Stevenson Rd. - Simcoe St.)	59.1	C	9,150,000	0	1,647,000	1,647,000	1,350,540	300,120	750,300	5,102,040
102	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	P	500,000	0	15,000	15,000	87,300	19,400	48,500	329,800
107	King St. / Lambs Rd. Intersection	1.48	P	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
108	Reg. Hwy. 12 (N. of Taunton Rd. - N. of Garden St.)	112.2	C	13,000,000	0	1,560,000	1,560,000	2,059,200	457,600	1,144,000	7,779,200
110	Region Hwy 47 / Concession 6 Intersection	1.99	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
124	Miscellaneous Property Acquisition	0.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
127	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
129	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>64,645,000</b>	<b>0</b>	<b>7,284,500</b>	<b>7,284,500</b>	<b>10,324,890</b>	<b>2,294,420</b>	<b>5,736,050</b>	<b>39,005,140</b>
<b>Grand Total Financing</b>				<b>115,285,000</b>	<b>0</b>	<b>54,795,500</b>	<b>54,795,500</b>	<b>10,888,110</b>	<b>2,419,580</b>	<b>6,048,950</b>	<b>41,132,860</b>

## 2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	O.10	C	2,965,000	0	2,965,000	2,965,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	275,400	61,200	153,000	1,040,400
117	Signal Modernization Program	O.13	C	1,070,000	0	1,070,000	1,070,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	O.13	C	750,000	0	750,000	750,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	O.13	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	O.14	C	700,000	0	700,000	700,000	0	0	0	0
121	Intelligent Transportation System (ITS) Projects	O.6	D,C	780,000	0	78,000	78,000	126,360	28,080	70,200	477,360
122	Uninterruptible Power Supply (UPS) Installation Program	O.13	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
125	Miscellaneous Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
126	Transportation Master Plan Studies	O.5	D	150,000	0	0	0	27,000	6,000	15,000	102,000
128	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	O.12	D	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>10,675,000</b>	<b>0</b>	<b>7,528,000</b>	<b>7,528,000</b>	<b>566,460</b>	<b>125,880</b>	<b>314,700</b>	<b>2,139,960</b>
<b>B Special Rehabilitation Levy</b>											
38	Main St. (Winter St. to Station St.)	O.10	P	100,000	0	100,000	100,000	0	0	0	0
39	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	P	200,000	0	200,000	200,000	0	0	0	0
71	Westney Rd. (Finley Ave. to Harwood Ave.)	O.10	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	O.10	C	31,885,000	0	31,885,000	31,885,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,685,000</b>	<b>0</b>	<b>34,685,000</b>	<b>34,685,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
135	Reg. Rd. 2, Seagrave Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
137	Reg. Rd. 3, Winchester Rd. Culvert	O.12	C	500,000	0	500,000	500,000	0	0	0	0
140	Reg. Rd. 4, Taunton Rd. Culvert	O.12	D	50,000	0	50,000	50,000	0	0	0	0
142	Reg. Rd. 4, Soper Creek Bridge	O.12	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
154	Reg. Rd. 16, Ritson Rd. / CNR Overhead	O.12	C	2,000,000	1,000,000	1,000,000	1,000,000	0	0	0	0
155	Reg. Rd. 16, Ritson Rd. Lot 8/9, Conc. 4 Culvert	O.12	C	500,000	0	500,000	500,000	0	0	0	0
165	Reg. Rd. 31, Westney Road C.P.R. Overhead, 0.4 km N. of Taunton Rd.	O.12	D	180,000	0	180,000	180,000	0	0	0	0
179	Reg. Rd. 57, Bowmanville Creek Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
181	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
182	Reg. Rd. 58, Manning Rd Culvert, 0.3 km East of Thickson Rd	O.12	C	500,000	0	500,000	500,000	0	0	0	0
183	Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge	O.12	D	180,000	0	180,000	180,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>9,010,000</b>	<b>1,000,000</b>	<b>8,010,000</b>	<b>8,010,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
4	Brock Rd. / 7th Concession Rd. Intersection	1.2	C	2,300,000	0	230,000	230,000	372,600	82,800	207,000	1,407,600
10	Simcoe St. (south of King St. - south of Greenway Blvd.)	2.2	EA	50,000	0	7,500	7,500	7,650	1,700	4,250	28,900
24	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.14	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
33	Liberty Reg. Rd. 14 (Baseline Rd. - King St)	14.1	C	6,300,000	0	2,205,000	2,205,000	737,100	163,800	409,500	2,784,600
35	Ritson Rd. / Beatrice St. Intersection	1.15	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
36	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	C	12,800,000	0	4,352,000	4,352,000	1,520,640	337,920	844,800	5,744,640
41	Bayly St. / Sandy Beach Rd. Intersection	1.19	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
44	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	U	250,000	0	17,500	17,500	41,850	9,300	23,250	158,100
46	Victoria St. / Brock St. Intersection	1.51	U	200,000	0	20,000	20,000	32,400	7,200	18,000	122,400
50	Bloor St. (East of Harmony Rd. - Grandview St.)	22.8	D	400,000	0	12,000	12,000	69,840	15,520	38,800	263,840
51	Bloor St. (Prestonvale Rd. - Courtice Rd.)	22.9	EA	300,000	0	132,000	132,000	30,240	6,720	16,800	114,240
53	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	C	7,600,000	0	1,140,000	1,140,000	1,162,800	258,400	646,000	4,392,800
58	Thickson Rd. (Consumers Dr. - Dundas St.)	26.3	EA	600,000	0	18,000	18,000	104,760	23,280	58,200	395,760
60	Thickson Rd. / Rossland Rd. Intersection	1.22	C	3,500,000	0	350,000	350,000	567,000	126,000	315,000	2,142,000
61	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	U	1,000,000	0	160,000	160,000	151,200	33,600	84,000	571,200
66	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	C	11,500,000	0	460,000	460,000	1,987,200	441,600	1,104,000	7,507,200
68	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	C	2,500,000	0	150,000	150,000	423,000	94,000	235,000	1,598,000
71	Westney Rd. /(Harwood Ave., Monarch Ave.,Finley Ave. Intersection)	1.31, 1.32, 1.33	C	2,300,000	0	230,000	230,000	372,600	82,800	207,000	1,407,600
72	Westney Rd. (Bayly St. to Hwy 401)	31.1	D	200,000	0	16,000	16,000	33,120	7,360	18,400	125,120
73	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	U	350,000	0	17,500	17,500	59,850	13,300	33,250	226,100
78	Hopkins St Overpass	401.3	P	400,000	0	0	0	72,000	16,000	40,000	272,000
80	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	D	500,000	0	180,000	180,000	57,600	12,800	32,000	217,600
82	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	P	300,000	0	18,000	18,000	50,760	11,280	28,200	191,760
83	Salem Rd. / Rossland Rd. Intersection	1.23	C	1,600,000	0	160,000	160,000	259,200	57,600	144,000	979,200
85	Thornton Rd. (Consumers Dr. extension - N. of Gibb St.)	52.1	U	500,000	0	35,000	35,000	83,700	18,600	46,500	316,200
86	Stevenson Rd. / Phillip Murray Ave. Intersection	1.39	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
87	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	C	7,300,000	0	584,000	584,000	1,208,880	268,640	671,600	4,566,880
88	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	P	100,000	0	35,000	35,000	11,700	2,600	6,500	44,200
94	Durham Rd. 57 (north of Stevens Rd. to Nash Rd.)	57.2	P	100,000	0	12,000	12,000	15,840	3,520	8,800	59,840
97	Region Road 57 / Concession 7 Intersection	1.44	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
100	Adelaide Ave. (Townline Rd. - Trulls Rd.)	58.2	D	500,000	0	0	0	90,000	20,000	50,000	340,000
102	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	D,P	1,250,000	0	37,500	37,500	218,250	48,500	121,250	824,500
107	King St. / Lambs Rd. Intersection	1.48	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
109	Reg. Hwy. 47 (York/Durham Line Reg Rd 30 - Goodwood Rd.)	147.1	EA	500,000	0	0	0	90,000	20,000	50,000	340,000
110	Region Hwy 47 / Concession 6 Intersection	1.99	C	1,200,000	0	120,000	120,000	194,400	43,200	108,000	734,400
124	Miscellaneous Property Acquisition	0.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
127	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
129	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>67,600,000</b>	<b>0</b>	<b>10,789,000</b>	<b>10,789,000</b>	<b>10,225,980</b>	<b>2,272,440</b>	<b>5,681,100</b>	<b>38,631,480</b>
<b>Grand Total Financing</b>				<b>121,970,000</b>	<b>1,000,000</b>	<b>61,012,000</b>	<b>61,012,000</b>	<b>10,792,440</b>	<b>2,398,320</b>	<b>5,995,800</b>	<b>40,771,440</b>

NOTES:  
 1) Other Sources of Revenue Include:  
 CNR

<b>TOTAL</b>	<u>\$1,000,000</u>
	<b>\$1,000,000</b>

2023 Road Program											
Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	O.10	C	2,688,500	0	2,688,500	2,688,500	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
117	Signal Modernization Program	O.13	C	1,070,000	0	1,070,000	1,070,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	O.13	C	750,000	0	750,000	750,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	O.13	C	150,000	0	150,000	150,000	0	0	0	0
120	Road Safety Program	O.14	C	700,000	0	700,000	700,000	0	0	0	0
121	Intelligent Transportation System (ITS) Projects	O.6	D,C	810,000	0	81,000	81,000	131,220	29,160	72,900	495,720
122	Uninterruptible Power Supply (UPS) Installation Program	O.13	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
125	Miscellaneous Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
126	Transportation Master Plan Studies	O.5	D	150,000	0	0	0	27,000	6,000	15,000	102,000
128	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	O.12	D	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>10,533,500</b>	<b>0</b>	<b>7,310,000</b>	<b>7,310,000</b>	<b>580,230</b>	<b>128,940</b>	<b>322,350</b>	<b>2,191,980</b>
<b>B Special Rehabilitation Levy</b>											
38	Main St. (Winter St. to Station St.)	O.10	U	300,000	0	300,000	300,000	0	0	0	0
39	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	P	200,000	0	200,000	200,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	O.10	C	34,461,500	0	34,461,500	34,461,500	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,961,500</b>	<b>0</b>	<b>34,961,500</b>	<b>34,961,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
138	Reg. Rd. 3, Enniskillen Bridge	O.12	D	200,000	0	200,000	200,000	0	0	0	0
140	Reg. Rd. 4, Taunton Rd. Culvert	O.12	C	500,000	0	500,000	500,000	0	0	0	0
156	Reg. Rd. 18, Newtonville Rd. Culvert, 0.37 km south of Concession Rd. 3	O.12	C	500,000	0	500,000	500,000	0	0	0	0
157	Reg. Rd. 18, Newtonville Rd. Culvert, 0.1 km north of Concession Rd. 4	O.12	C	500,000	0	500,000	500,000	0	0	0	0
159	Reg. Rd. 22, Bloor Street West Over Oshawa Creek	O.12	D	200,000	0	200,000	200,000	0	0	0	0
160	Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge	O.12	D	200,000	0	200,000	200,000	0	0	0	0
167	Reg. Rd. 33, Harmony Road South CPR Overhead	O.12	D	200,000	0	200,000	200,000	0	0	0	0
179	Reg. Rd. 57, Bowmanville Creek Bridge	O.12	C	1,800,000	0	1,800,000	1,800,000	0	0	0	0
183	Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>5,600,000</b>	<b>0</b>	<b>5,600,000</b>	<b>5,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2023 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
10	Simcoe St. (south of King St. - south of Greenway Blvd.)	2.2	EA	200,000	0	30,000	30,000	30,600	6,800	17,000	115,600
24	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.14	C	1,700,000	0	170,000	170,000	275,400	61,200	153,000	1,040,400
25	Central St. Reg. Rd. 5 (Casno Dr.-Brock Rd.)	5.1	EA	200,000	0	100,000	100,000	18,000	4,000	10,000	68,000
35	Ritson Rd. / Beatrice St. Intersection	1.15	C	700,000	0	70,000	70,000	113,400	25,200	63,000	428,400
41	Bayly St. / Sandy Beach Rd. Intersection	1.19	C	700,000	0	70,000	70,000	113,400	25,200	63,000	428,400
44	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	C	13,000,000	0	910,000	910,000	2,176,200	483,600	1,209,000	8,221,200
46	Victoria St. / Brock St. Intersection	1.51	C	3,600,000	0	360,000	360,000	583,200	129,600	324,000	2,203,200
50	Bloor St. (East of Harmony Rd. - Grandview St.)	22.8	P	600,000	0	18,000	18,000	104,760	23,280	58,200	395,760
51	Bloor St. (Prestonvale Rd. - Courtice Rd.)	22.9	D	200,000	0	88,000	88,000	20,160	4,480	11,200	76,160
58	Thickson Rd. (Consumers Dr. - Dundas St.)	26.3	D	1,000,000	0	30,000	30,000	174,600	38,800	97,000	659,600
61	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	C	18,800,000	0	3,008,000	3,008,000	2,842,560	631,680	1,579,200	10,738,560
67	Rossland Rd. (Harmony Rd. - E. of Townline Rd.)	28.2	D	500,000	0	5,000	5,000	89,100	19,800	49,500	336,600
72	Westney Rd. (Bayly St. to Hwy 401)	31.1	P	300,000	0	24,000	24,000	49,680	11,040	27,600	187,680
73	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	C	4,600,000	0	230,000	230,000	786,600	174,800	437,000	2,971,600
75	Westney Rd. (South to North of Greenwood)	31.5	D	400,000	0	64,000	64,000	60,480	13,440	33,600	228,480
78	Hopkins St Overpass	401.3	U	400,000	0	0	0	72,000	16,000	40,000	272,000
79	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	EA	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
80	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	P	500,000	0	180,000	180,000	57,600	12,800	32,000	217,600
82	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	U	300,000	0	18,000	18,000	50,760	11,280	28,200	191,760
85	Thornton Rd. (Consumers Dr. extension - N. of Gibb St.)	52.1	C	8,000,000	0	560,000	560,000	1,339,200	297,600	744,000	5,059,200
86	Stevenson Rd. / Phillip Murray Ave. Intersection	1.39	C	400,000	0	40,000	40,000	64,800	14,400	36,000	244,800
88	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	U	400,000	0	140,000	140,000	46,800	10,400	26,000	176,800
94	Durham Rd. 57 (north of Stevens Rd. to Nash Rd.)	57.2	U	500,000	0	60,000	60,000	79,200	17,600	44,000	299,200
97	Region Road 57 / Concession 7 Intersection	1.44	C	1,700,000	0	170,000	170,000	275,400	61,200	153,000	1,040,400
100	Adelaide Ave. (Townline Rd. - Trulls Rd.)	58.2	P	5,000,000	0	0	0	900,000	200,000	500,000	3,400,000
102	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	U	950,000	0	28,500	28,500	165,870	36,860	92,150	626,620
106	King St. from Townline Rd. to Courtice Rd.	102.5	EA	400,000	0	200,000	200,000	36,000	8,000	20,000	136,000
107	King St. / Lambs Rd. Intersection	1.48	C	1,150,000	0	115,000	115,000	186,300	41,400	103,500	703,800
109	Reg. Hwy. 47 (York/Durham Line Reg Rd 30 - Goodwood Rd.)	147.1	D	500,000	0	0	0	90,000	20,000	50,000	340,000
124	Miscellaneous Property Acquisition	0.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
127	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
129	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>67,900,000</b>	<b>0</b>	<b>6,758,500</b>	<b>6,758,500</b>	<b>11,005,470</b>	<b>2,445,660</b>	<b>6,114,150</b>	<b>41,576,220</b>
<b>Grand Total Financing</b>				<b>118,995,000</b>	<b>0</b>	<b>54,630,000</b>	<b>54,630,000</b>	<b>11,585,700</b>	<b>2,574,600</b>	<b>6,436,500</b>	<b>43,768,200</b>

## 2024 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	O.10	C	3,220,500	0	3,220,500	3,220,500	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
116	Signal Installation Program	I.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
117	Signal Modernization Program	O.13	C	1,120,000	0	1,120,000	1,120,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	O.13	C	750,000	0	750,000	750,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	O.13	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	O.14	C	700,000	0	700,000	700,000	0	0	0	0
121	Intelligent Transportation System (ITS) Projects	O.6	D,C	700,000	0	70,000	70,000	113,400	25,200	63,000	428,400
122	Uninterruptible Power Supply (UPS) Installation Program	O.13	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
125	Miscellaneous Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
126	Transportation Master Plan Studies	O.5	D	150,000	0	0	0	27,000	6,000	15,000	102,000
128	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	O.12	D	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>10,955,500</b>	<b>0</b>	<b>7,831,000</b>	<b>7,831,000</b>	<b>562,410</b>	<b>124,980</b>	<b>312,450</b>	<b>2,124,660</b>
<b>B Special Rehabilitation Levy</b>											
38	Main St. (Winter St. to Station St.)	O.10	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
39	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	P	200,000	0	200,000	200,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	O.10	C	32,229,500	0	32,229,500	32,229,500	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,429,500</b>	<b>0</b>	<b>34,429,500</b>	<b>34,429,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
136	Reg. Rd. 3, Bickle Bridge	O.12	D	125,000	0	125,000	125,000	0	0	0	0
138	Reg. Rd. 3, Enniskillen Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
149	Reg. Rd. 11, Dobson Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
159	Reg. Rd. 22, Bloor Street West Over Oshawa Creek	O.12	C	1,700,000	0	1,700,000	1,700,000	0	0	0	0
160	Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
165	Reg. Rd. 31, Westney Road C.P.R. Overhead, 0.4 km N. of Taunton	O.12	C	1,800,000	0	1,800,000	1,800,000	0	0	0	0
166	Reg. Rd. 31, Bayles Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>6,925,000</b>	<b>0</b>	<b>6,925,000</b>	<b>6,925,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2024 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. (Finch Ave - Taunton Rd.)	1.3	D	1,000,000	0	80,000	80,000	165,600	36,800	92,000	625,600
10	Simcoe St. (south of King St. - south of Greenway Blvd.)	2.2	D	200,000	0	30,000	30,000	30,600	6,800	17,000	115,600
16	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	D	500,000	0	130,000	130,000	66,600	14,800	37,000	251,600
17	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.1	D	500,000	0	70,000	70,000	77,400	17,200	43,000	292,400
25	Central St. Reg. Rd. 5 (Casno Dr.-Brock Rd.)	5.1	D	200,000	0	100,000	100,000	18,000	4,000	10,000	68,000
42	Bayly St. (Brock Rd. to Westney Rd.)	22.1	EA	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
50	Bloor St. (East of Harmony Rd. - Grandview St.)	22.8	U	400,000	0	12,000	12,000	69,840	15,520	38,800	263,840
51	Bloor St. (Prestonvale Rd. - Courtice Rd.)	22.9	P	300,000	0	132,000	132,000	30,240	6,720	16,800	114,240
58	Thickson Rd. (Consumers Dr. - Dundas St.)	26.3	P	1,500,000	0	45,000	45,000	261,900	58,200	145,500	989,400
67	Rossland Rd. (Harmony Rd. - E. of Townline Rd.)	28.2	P	500,000	0	5,000	5,000	89,100	19,800	49,500	336,600
72	Westney Rd. (Bayly St. to Hwy 401)	31.1	U	300,000	0	24,000	24,000	49,680	11,040	27,600	187,680
75	Westney Rd. (South to North of Greenwood)	31.5	P	1,500,000	0	240,000	240,000	226,800	50,400	126,000	856,800
78	Hopkins St Overpass	401.3	C	13,800,000	0	0	0	2,484,000	552,000	1,380,000	9,384,000
79	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	D	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
80	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	U	1,000,000	0	360,000	360,000	115,200	25,600	64,000	435,200
82	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	C	19,800,000	0	1,188,000	1,188,000	3,350,160	744,480	1,861,200	12,656,160
88	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	C	13,000,000	0	4,550,000	4,550,000	1,521,000	338,000	845,000	5,746,000
94	Durham Rd. 57 (north of Stevens Rd. to Nash Rd.)	57.2	C	8,000,000	0	960,000	960,000	1,267,200	281,600	704,000	4,787,200
100	Adelaide Ave. (Townline Rd. - Trulls Rd.)	58.2	U	250,000	0	0	0	45,000	10,000	25,000	170,000
102	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	C	9,200,000	0	276,000	276,000	1,606,320	356,960	892,400	6,068,320
106	King St. from Townline Rd. to Courtice Rd.	102.5	D	200,000	0	100,000	100,000	18,000	4,000	10,000	68,000
109	Reg. Hwy. 47 (York/Durham Line Reg Rd 30 - Goodwood Rd.)	147.1	P	500,000	0	0	0	90,000	20,000	50,000	340,000
124	Miscellaneous Property Acquisition	0.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
127	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
129	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>74,350,000</b>	<b>0</b>	<b>8,402,000</b>	<b>8,402,000</b>	<b>11,870,640</b>	<b>2,637,920</b>	<b>6,594,800</b>	<b>44,844,640</b>
<b>Grand Total Financing</b>				<b>126,660,000</b>	<b>0</b>	<b>57,587,500</b>	<b>57,587,500</b>	<b>12,433,050</b>	<b>2,762,900</b>	<b>6,907,250</b>	<b>46,969,300</b>



## 2025 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	O.10	C	2,673,000	0	2,673,000	2,673,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
117	Signal Modernization Program	O.13	C	1,120,000	0	1,120,000	1,120,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	O.13	C	750,000	0	750,000	750,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	O.13	C	230,000	0	230,000	230,000	0	0	0	0
120	Road Safety Program	O.14	C	700,000	0	700,000	700,000	0	0	0	0
121	Intelligent Transportation System (ITS) Projects	O.6	D,C	700,000	0	70,000	70,000	113,400	25,200	63,000	428,400
122	Uninterruptible Power Supply (UPS) Installation Program	O.13	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
125	Miscellaneous Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
126	Transportation Master Plan Studies	O.5	D	500,000	0	0	0	90,000	20,000	50,000	340,000
128	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	O.12	D	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>10,888,000</b>	<b>0</b>	<b>7,413,500</b>	<b>7,413,500</b>	<b>625,410</b>	<b>138,980</b>	<b>347,450</b>	<b>2,362,660</b>
<b>B Special Rehabilitation Levy</b>											
39	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	O.10	C	34,877,000	0	34,877,000	34,877,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,977,000</b>	<b>0</b>	<b>34,977,000</b>	<b>34,977,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
136	Reg. Rd. 3, Bickle Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
143	Reg. Rd. 4, Wilmot Creek Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
149	Reg. Rd. 11, Dobson Bridge	O.12	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
152	Reg. Rd. 15, McRae Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
166	Reg. Rd. 31, Bayles Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
167	Reg. Rd. 33, Harmony Road South CPR Overhead	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
171	Reg. Rd. 45, Henry Street C.N.R. Overpass Replacement	O.12	EA	100,000	0	100,000	100,000	0	0	0	0
173	Reg. Rd. 50, Morgan Bridge	O.12	D	200,000	100,000	100,000	100,000	0	0	0	0
177	Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge	O.12	D	200,000	0	200,000	200,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>6,700,000</b>	<b>100,000</b>	<b>6,600,000</b>	<b>6,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2025 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. (Finch Ave - Taunton Rd.)	1.3	P	2,000,000	0	160,000	160,000	331,200	73,600	184,000	1,251,200
10	Simcoe St. (south of King St. - south of Greenway Blvd.)	2.2	P	400,000	0	60,000	60,000	61,200	13,600	34,000	231,200
16	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	P	1,000,000	0	260,000	260,000	133,200	29,600	74,000	503,200
17	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.1	P	500,000	0	70,000	70,000	77,400	17,200	43,000	292,400
25	Central St. Reg. Rd. 5 (Casno Dr.-Brock Rd.)	5.1	P	200,000	0	100,000	100,000	18,000	4,000	10,000	68,000
42	Bayly St. (Brock Rd. to Westney Rd.)	22.1	D	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
50	Bloor St. (East of Harmony Rd. - Grandview St.)	22.8	C	22,400,000	0	672,000	672,000	3,911,040	869,120	2,172,800	14,775,040
51	Bloor St. (Prestonvale Rd. - Courtice Rd.)	22.9	U	400,000	0	176,000	176,000	40,320	8,960	22,400	152,320
58	Thickson Rd. (Consumers Dr. - Dundas St.)	26.3	U	1,500,000	0	45,000	45,000	261,900	58,200	145,500	989,400
67	Rossland Rd. (Harmony Rd. - E. of Townline Rd.)	28.2	U	500,000	0	5,000	5,000	89,100	19,800	49,500	336,600
72	Westney Rd. (Bayly St. to Hwy 401)	31.1	C	6,700,000	0	536,000	536,000	1,109,520	246,560	616,400	4,191,520
75	Westney Rd. (South to North of Greenwood)	31.5	U	500,000	0	80,000	80,000	75,600	16,800	42,000	285,600
79	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	P	300,000	0	18,000	18,000	50,760	11,280	28,200	191,760
80	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	C	24,000,000	0	8,640,000	8,640,000	2,764,800	614,400	1,536,000	10,444,800
100	Adelaide Ave. (Townline Rd. - Trulls Rd.)	58.2	C	22,000,000	0	0	0	3,960,000	880,000	2,200,000	14,960,000
106	King St. from Townline Rd. to Courtice Rd.	102.5	U	200,000	0	100,000	100,000	18,000	4,000	10,000	68,000
109	Reg. Hwy. 47 (York/Durham Line Reg Rd 30 - Goodwood Rd.)	147.1	U	1,000,000	0	0	0	180,000	40,000	100,000	680,000
124	Miscellaneous Property Acquisition	O.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
127	Contingencies - Development Related	O.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
129	Region's Share - Dev. Related Projects	O.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>84,800,000</b>	<b>0</b>	<b>10,992,000</b>	<b>10,992,000</b>	<b>13,285,440</b>	<b>2,952,320</b>	<b>7,380,800</b>	<b>50,189,440</b>
<b>Grand Total Financing</b>				<b>137,365,000</b>	<b>100,000</b>	<b>59,982,500</b>	<b>59,982,500</b>	<b>13,910,850</b>	<b>3,091,300</b>	<b>7,728,250</b>	<b>52,552,100</b>

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County	\$100,000
<b>TOTAL</b>	<b>\$100,000</b>

## 2026 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	O.10	C	2,904,500	0	2,904,500	2,904,500	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
117	Signal Modernization Program	O.13	C	1,070,000	0	1,070,000	1,070,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	O.13	C	750,000	0	750,000	750,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	O.13	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	O.14	C	700,000	0	700,000	700,000	0	0	0	0
121	Intelligent Transportation System (ITS) Projects	O.6	D,C	630,000	0	63,000	63,000	102,060	22,680	56,700	385,560
122	Uninterruptible Power Supply (UPS) Installation Program	O.13	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
125	Miscellaneous Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
126	Transportation Master Plan Studies	O.5	D	150,000	0	0	0	27,000	6,000	15,000	102,000
128	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	O.12	D	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>10,519,500</b>	<b>0</b>	<b>7,458,000</b>	<b>7,458,000</b>	<b>551,070</b>	<b>122,460</b>	<b>306,150</b>	<b>2,081,820</b>
<b>B Special Rehabilitation Levy</b>											
39	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	O.10	C	34,645,500	0	34,645,500	34,645,500	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,745,500</b>	<b>0</b>	<b>34,745,500</b>	<b>34,745,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
143	Reg. Rd. 4, Wilmot Creek Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
146	Reg. Rd. 8., Reach St. Culvert	O.12	D	50,000	0	50,000	50,000	0	0	0	0
152	Reg. Rd. 15, McRae Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
158	Reg. Rd. 18, Kendal Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
168	Reg. Rd. 33, Hoskin Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
169	Reg. Rd. 35, Wilson Road North Pedestrian Underpass	O.12	D	50,000	0	50,000	50,000	0	0	0	0
171	Reg. Rd. 45, Henry Street C.N.R. Overpass Replacement	O.12	D	200,000	0	200,000	200,000	0	0	0	0
172	Reg. Rd. 46, Brock Street CNR Overpass Bridge	O.12	C	1,750,000	0	1,750,000	1,750,000	0	0	0	0
173	Reg. Rd. 50, Morgan Bridge	O.12	C	1,500,000	750,000	750,000	750,000	0	0	0	0
176	Reg. Rd. 53, Stevenson Rd. CNR Overpass	O.12	D	200,000	0	200,000	200,000	0	0	0	0
184	Reg. Rd. 58, Adelaide Ave. Culvert. West of Wilson Rd.	O.12	D	50,000	0	50,000	50,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>7,000,000</b>	<b>750,000</b>	<b>6,250,000</b>	<b>6,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2026 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. (Finch Ave - Taunton Rd.)	1.3	U	2,000,000	0	160,000	160,000	331,200	73,600	184,000	1,251,200
10	Simcoe St. (south of King St. - south of Greenway Blvd.)	2.2	U	400,000	0	60,000	60,000	61,200	13,600	34,000	231,200
16	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	U	1,000,000	0	260,000	260,000	133,200	29,600	74,000	503,200
17	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.1	U	1,000,000	0	140,000	140,000	154,800	34,400	86,000	584,800
25	Central St. Reg. Rd. 5 (Casno Dr.-Brock Rd.)	5.1	U	200,000	0	100,000	100,000	18,000	4,000	10,000	68,000
42	Bayly St. (Brock Rd. to Westney Rd.)	22.1	P	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
51	Bloor St. (Prestonvale Rd. - Courtice Rd.)	22.9	C	12,000,000	0	5,280,000	5,280,000	1,209,600	268,800	672,000	4,569,600
58	Thickson Rd. (Consumers Dr. - Dundas St.)	26.3	C	18,000,000	0	540,000	540,000	3,142,800	698,400	1,746,000	11,872,800
67	Rossland Rd. (Harmony Rd. - E. of Townline Rd.)	28.2	C	25,000,000	0	250,000	250,000	4,455,000	990,000	2,475,000	16,830,000
75	Westney Rd. (South to North of Greenwood)	31.5	C	10,000,000	0	1,600,000	1,600,000	1,512,000	336,000	840,000	5,712,000
79	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	U	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
106	King St. from Townline Rd. to Courtice Rd.	102.5	C	3,500,000	0	1,750,000	1,750,000	315,000	70,000	175,000	1,190,000
109	Reg. Hwy. 47 (York/Durham Line Reg Rd 30 - Goodwood Rd.)	147.1	C	10,000,000	0	0	0	1,800,000	400,000	1,000,000	6,800,000
124	Miscellaneous Property Acquisition	O.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
127	Contingencies - Development Related	O.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
129	Region's Share - Dev. Related Projects	O.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>84,800,000</b>	<b>0</b>	<b>10,240,000</b>	<b>10,240,000</b>	<b>13,420,800</b>	<b>2,982,400</b>	<b>7,456,000</b>	<b>50,700,800</b>
<b>Grand Total Financing</b>				<b>137,065,000</b>	<b>750,000</b>	<b>58,693,500</b>	<b>58,693,500</b>	<b>13,971,870</b>	<b>3,104,860</b>	<b>7,762,150</b>	<b>52,782,620</b>

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County	<u>\$750,000</u>
<b>TOTAL</b>	<b>\$750,000</b>

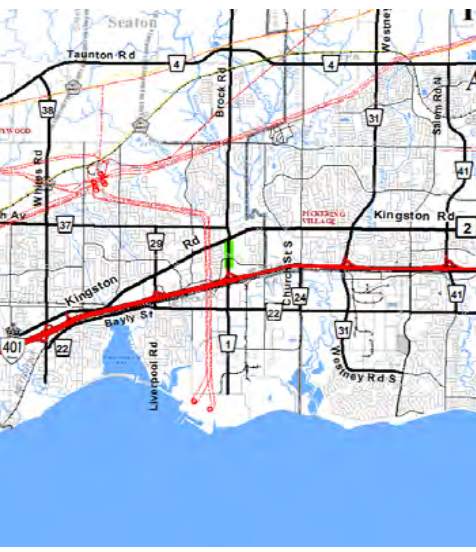
## 2027 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	O.10	C	2,904,500	0	2,904,500	2,904,500	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
116	Signal Installation Program	I.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
117	Signal Modernization Program	O.13	C	1,070,000	0	1,070,000	1,070,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	O.13	C	750,000	0	750,000	750,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	O.13	C	140,000	0	140,000	140,000	0	0	0	0
120	Road Safety Program	O.14	C	700,000	0	700,000	700,000	0	0	0	0
121	Intelligent Transportation System (ITS) Projects	O.6	D,C	610,000	0	61,000	61,000	98,820	21,960	54,900	373,320
122	Uninterruptible Power Supply (UPS) Installation Program	O.13	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
125	Miscellaneous Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
126	Transportation Master Plan Studies	O.5	D	150,000	0	0	0	27,000	6,000	15,000	102,000
128	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	O.12	D	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>10,539,500</b>	<b>0</b>	<b>7,496,000</b>	<b>7,496,000</b>	<b>547,830</b>	<b>121,740</b>	<b>304,350</b>	<b>2,069,580</b>
<b>B Special Rehabilitation Levy</b>											
39	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	C	6,000,000	0	6,000,000	6,000,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	O.10	C	28,745,500	0	28,745,500	28,745,500	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,745,500</b>	<b>0</b>	<b>34,745,500</b>	<b>34,745,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
146	Reg. Rd. 8., Reach St. Culvert	O.12	C	500,000	0	500,000	500,000	0	0	0	0
158	Reg. Rd. 18, Kendal Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
164	Reg. Rd. 29, Liverpool Rd. Over CNR Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
168	Reg. Rd. 33, Hoskin Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
169	Reg. Rd. 35, Wilson Road North Pedestrian Underpass	O.12	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
171	Reg. Rd. 45, Henry Street C.N.R. Overpass Replacement	O.12	P	50,000	0	50,000	50,000	0	0	0	0
177	Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
178	Reg. Rd. 54, Park Road C.P.R. Overpass	O.12	D	150,000	0	150,000	150,000	0	0	0	0
184	Reg. Rd. 58, Adelaide Ave. Culvert, West of Wilson Rd.	O.12	C	500,000	0	500,000	500,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>7,350,000</b>	<b>0</b>	<b>7,350,000</b>	<b>7,350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2027 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. (Finch Ave - Taunton Rd.)	1.3	C	35,000,000	0	2,800,000	2,800,000	5,796,000	1,288,000	3,220,000	21,896,000
10	Simcoe St. (south of King St. - south of Greenway Blvd.)	2.2	C	3,000,000	0	450,000	450,000	459,000	102,000	255,000	1,734,000
16	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	C	18,000,000	0	4,680,000	4,680,000	2,397,600	532,800	1,332,000	9,057,600
17	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.1	C	16,000,000	0	2,240,000	2,240,000	2,476,800	550,400	1,376,000	9,356,800
18	Taunton Rd. (Brock Rd. to Brock St./Hwy 12.)	4.3	EA	1,000,000	0	100,000	100,000	162,000	36,000	90,000	612,000
25	Central St. Reg. Rd. 5 (Casno Dr.-Brock Rd.)	5.1	C	3,000,000	0	1,500,000	1,500,000	270,000	60,000	150,000	1,020,000
37	Region Rd. 17 (CPR - Concession Rd. 3)	17.1	EA	500,000	0	0	0	90,000	20,000	50,000	340,000
42	Bayly St. (Brock Rd. to Westney Rd.)	22.1	U	1,000,000	0	60,000	60,000	169,200	37,600	94,000	639,200
45	Bayly St. (Harwood Ave. - Salem Rd.)	22.25	EA	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
49	Bloor St. (Ritson Rd. - Farewell St.)	22.7	EA	500,000	0	170,000	170,000	59,400	13,200	33,000	224,400
62	Altona Rd. (N. of Strouds Lane - Finch Ave.)	27.2	EA	500,000	0	190,000	190,000	55,800	12,400	31,000	210,800
79	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	C	13,500,000	0	810,000	810,000	2,284,200	507,600	1,269,000	8,629,200
81	Whites Rd. (Bayly St. - Kingston Rd.)	38.1	EA	500,000	0	15,000	15,000	87,300	19,400	48,500	329,800
124	Miscellaneous Property Acquisition	O.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
127	Contingencies - Development Related	O.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
129	Region's Share - Dev. Related Projects	O.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>93,700,000</b>	<b>0</b>	<b>13,085,000</b>	<b>13,085,000</b>	<b>14,510,700</b>	<b>3,224,600</b>	<b>8,061,500</b>	<b>54,818,200</b>
<b>Grand Total Financing</b>				<b>146,335,000</b>	<b>0</b>	<b>62,676,500</b>	<b>62,676,500</b>	<b>15,058,530</b>	<b>3,346,340</b>	<b>8,365,850</b>	<b>56,887,780</b>

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<b>BUDGET ITEM NO. 1</b>
Program No. R0708 <u>Reg. Rd. 1</u> Brock Rd. from Bayly St. to Kingston Rd. Pickering 2.0 km
<b>RELATED PROJECTS</b>


BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	4,053.000											4,053.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation												0.000
Construction		450.000										450.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	4,053.000	450.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,503.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	1,897.480	278.460										2,175.940
NEW COMMERCIAL DEV. CHARGES*	636.236	40.950										677.186
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY	140.000											140.000
ROADS CAPITAL RESERVE	1,115.284	130.590										1,245.874
ROADS REHAB RESERVE FUND												0.000
OTHER	264.000											264.000
<b>TOTAL ATTRIBUTION</b>	4,053.000	450.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,503.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.  
As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016.  
Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

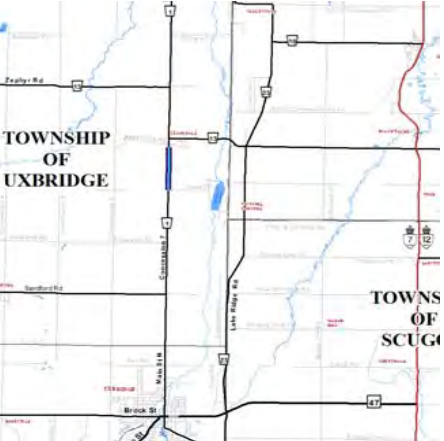
**NEED/EXPLANATION OF PROJECT**

Surface asphalt and medians on 750m from north of Hwy 401 to Kingston Rd.






DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 7</b>													
<b>Program No. R1702</b>													
<u>Reg. Rd. 1</u>													
Conc. Rd. 7 from Foster Dr. to south limit of Leaskdale													
Uxbridge 1.4 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	430.000												430.000
Environmental Assessment													0.000
Engineering/Design		50.000											50.000
Property Acquisition		200.000											200.000
Utility Relocation		100.000											100.000
Construction				4,800.000									4,800.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	430.000	350.000	0.000	4,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5,580.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	430.000	350.000		4,800.000									5,580.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	430.000	350.000	0.000	4,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5,580.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
BUDGET ITEM NO. 8			2019	2020	2021	2022	2023	2024	2025	2026	2027	
<b>Program No. R1601</b> <u>Reg. Rd. 2A &amp; 2</u> Centre St. from King St. to Brock St. West and Simcoe St. from Brock St. West to Elgin St. East Oshawa 0.7 km												
<b>RELATED PROJECTS</b>												
<u>Associated Works</u> Water Supply - \$850,000 Sanitary Sewer - \$925,000												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	400.000											400.000
Environmental Assessment		50.000										50.000
Engineering/Design												0.000
Property Acquisition		150.000										150.000
Utility Relocation		300.000	4,500.000									4,800.000
Construction												0.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	400.000	500.000	4,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5,400.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND	400.000	500.000	4,500.000									5,400.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	400.000	500.000	4,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5,400.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road reconstruction.												

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<b>BUDGET ITEM NO. 9</b>
Program No. R1201 <u>Reg. Rd. 2</u> Simcoe St. from north of Conlin Rd. to Winchester Rd.
Oshawa 2.0 km
<b>RELATED PROJECTS</b>


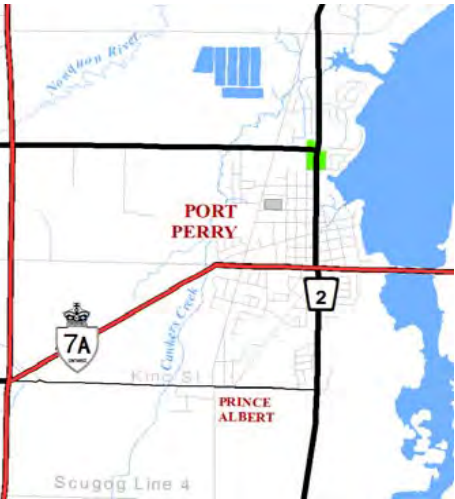
BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	10,200.000											10,200.000
Environmental Assessment												0.000
Engineering/Design		500.000										500.000
Property Acquisition												0.000
Utility Relocation		500.000										500.000
Construction		9,000.000										9,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	10,200.000	10,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	20,200.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	2,988.880	5,848.000										8,836.880
NEW COMMERCIAL DEV. CHARGES*	521.600	860.000										1,381.600
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	1,689.520	3,292.000										4,981.520
OTHER	5,000.000											5,000.000
<b>TOTAL ATTRIBUTION</b>	10,200.000	10,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	20,200.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Widen road from 2 to 5 lanes.


DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 11</b>													
Program No. R1602 Reg. Rd. 2 Simcoe St. from Beech St. to Reach St. (Reg. Rd. 8).  Scugog 0.3 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	250.000												250.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction		2,500.000											2,500.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	250.000	2,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,750.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	250.000												250.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND		2,500.000											2,500.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	250.000	2,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,750.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation including intersection modifications at Regional Road 8. and road rehabilitation from Bigelow St. to Simcoe St.													


DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 12</b>													
<b>Program No. R0802</b>													
<u>Reg. Rd. 3</u>													
Winchester Rd. from Baldwin St. to Garrard Rd.													
Whitby 2.4 km													
<b>RELATED PROJECTS</b>													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	12,245.748												12,245.748
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation		200.000											200.000
Construction			300.000	6,600.000									6,900.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	12,245.748	200.000	300.000	6,600.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	19,345.748
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	7,756.320	130.560	195.840	4,308.480									12,391.200
NEW COMMERCIAL DEV. CHARGES*	1,227.440	19.200	28.800	633.600									1,909.040
NEW INSTITUTIONAL DEV. CHARGES*			11.520	253.440									264.960
NEW INDUSTRIAL DEV. CHARGES*			51.840	1,140.480									1,192.320
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	3,066.240	50.240	12.000	264.000									3,392.480
OTHER	195.748												195.748
<b>TOTAL ATTRIBUTION</b>	12,245.748	200.000	300.000	6,600.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	19,345.748
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen to 3/4 lanes from Baldwin St. to Anderson St. including structure widening.													


DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
<b>BUDGET ITEM NO. 13</b>  Program No. R1703 <u>Reg. Rd. 3</u> Grandview St. N. from Hwy 407 to Columbus Rd. E. and Columbus Rd. E. from Grandview St. N. to Townline Rd. N. Oshawa 1.8 km												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	100.000											100.000
Environmental Assessment												0.000
Engineering/Design		50.000	60.000									110.000
Property Acquisition		200.000	50.000									250.000
Utility Relocation			200.000									200.000
Construction				2,600.000								2,600.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	100.000	250.000	310.000	2,600.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,260.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY	100.000	250.000										350.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND			310.000	2,600.000								2,910.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	100.000	250.000	310.000	2,600.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,260.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road rehabilitation/reconstruction.												

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2019	2020	2021	2022	2023	2024	2025	2026	2027			
<b>BUDGET ITEM NO. 14</b>														
<b>Program No. R1708</b>														
<u>Reg. Rd. 3</u>														
Columbus Rd. E. from Townline Rd. N. to Enfield Rd. (Reg. Rd. 34)														
Clarington 2.0 km														
<b>RELATED PROJECTS</b>														
<u>Associated Works:</u>														
														
<b>EXPENDITURES:</b>														
Total Prior Budget Allocations	100.000												100.000	
Environmental Assessment		50.000											0.000	
Engineering/Design			150.000										50.000	
Property Acquisition				100.000									150.000	
Utility Relocation					4,000.000								100.000	
Construction													4,000.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	100.000	50.000	150.000	100.000	4,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,400.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES														0.000
NEW COMMERCIAL DEV. CHARGES*														0.000
NEW INSTITUTIONAL DEV. CHARGES*														0.000
NEW INDUSTRIAL DEV. CHARGES*														0.000
GENERAL LEVY	100.000	50.000												150.000
ROADS CAPITAL RESERVE														0.000
ROADS REHAB RESERVE FUND			150.000	100.000	4,000.000									4,250.000
OTHER														0.000
<b>TOTAL ATTRIBUTION</b>	100.000	50.000	150.000	100.000	4,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,400.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Road rehabilitation/reconstruction.														

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 15</b>													
<b>Program No. R1603</b>													
Reg. Rd. 3 (Conc. 8) / Region Road 57 Intersection													
Clarington													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	800.000												800.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation		300.000											300.000
Construction			1,500.000										1,500.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	800.000	300.000	1,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,600.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	489.600	183.600	918.000										1,591.200
NEW COMMERCIAL DEV. CHARGES*	72.000	27.000	135.000										234.000
NEW INSTITUTIONAL DEV. CHARGES*			54.000										54.000
NEW INDUSTRIAL DEV. CHARGES*	48.600		243.000										291.600
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	189.800	89.400	150.000										429.200
ROADS REHAB RESERVE FUND													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	800.000	300.000	1,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,600.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Reconstruct to roundabout.													



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<p><b>BUDGET ITEM NO. 19</b></p> <p>Program No. R1801 Reg. Rd. 4 Taunton Rd. / Anderson St. Intersection Whitby</p>
<b>RELATED PROJECTS</b>
<p><u>Associated Works:</u></p>

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment												0.000
Engineering/Design		100.000										100.000
Property Acquisition												0.000
Utility Relocation			100.000									100.000
Construction				800.000								800.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	100.000	100.000	800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,000.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES		61.200	61.200	489.600								612.000
NEW COMMERCIAL DEV. CHARGES*		9.000	9.000	72.000								90.000
NEW INSTITUTIONAL DEV. CHARGES*			3.600	28.800								32.400
NEW INDUSTRIAL DEV. CHARGES*			16.200	129.600								145.800
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE		29.800	10.000	80.000								119.800
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	100.000	100.000	800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,000.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Intersection modifications.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)


PROJECT LOCATION & DESCRIPTION
<p><b>BUDGET ITEM NO. 20</b></p> <p>Program No. R1733 Reg. Rd. 4 Taunton Rd. from east of Townline Rd. to west of Enfield Rd. Clarington 1.7 km</p>
RELATED PROJECTS
<p>Associated Works:</p>

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	433.000											433.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition		140.000										140.000
Utility Relocation		100.000										100.000
Construction			200.000	4,000.000								4,200.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>433.000</b>	<b>240.000</b>	<b>200.000</b>	<b>4,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4,873.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	116.000											116.000
NEW COMMERCIAL DEV. CHARGES*	17.000											17.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND	300.000	240.000	200.000	4,000.000								4,740.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>433.000</b>	<b>240.000</b>	<b>200.000</b>	<b>4,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4,873.000</b>
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												

**NEED/EXPLANATION OF PROJECT**

Road rehabilitation from east of Townline Rd. to west of Enfield Rd.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 21</b>													
Program No. R1709 Reg. Rd. 4 Taunton Rd. / Courtice Rd. Intersection  Clarington													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	200.000												200.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition		100.000											100.000
Utility Relocation			300.000										300.000
Construction				200.000	3,000.000								3,200.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	200.000	100.000	300.000	200.000	3,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,800.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	122.400	61.200	183.600	122.400	1,836.000								2,325.600
NEW COMMERCIAL DEV. CHARGES*	18.000	9.000	27.000	18.000	270.000								342.000
NEW INSTITUTIONAL DEV. CHARGES*			10.800	7.200	108.000								126.000
NEW INDUSTRIAL DEV. CHARGES*	32.400		48.600	32.400	486.000								599.400
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	27.200	29.800	30.000	20.000	300.000								407.000
ROADS REHAB RESERVE FUND													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	200.000	100.000	300.000	200.000	3,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,800.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Reconstruct and modify intersection.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION
<p><b>BUDGET ITEM NO. 22</b></p> <p>Program No. R1608 Reg. Rd. 4 Taunton Rd. from 0.4 km west of Solina Rd. to 0.2 km west of Reg. Rd. 57 Clarington 4.6 km</p>

RELATED PROJECTS
<p>Associated Works:</p>



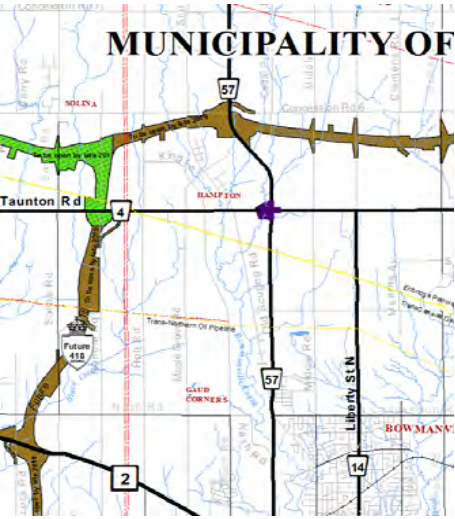
EXPENDITURES:	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	450.000											450.000
Environmental Assessment												0.000
Engineering/Design		120.000										120.000
Property Acquisition		100.000	100.000	100.000								300.000
Utility Relocation		100.000	200.000	200.000								500.000
Construction			3,000.000	3,100.000	3,300.000							9,400.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>450.000</b>	<b>320.000</b>	<b>3,300.000</b>	<b>3,400.000</b>	<b>3,300.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>10,770.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY	450.000	320.000										770.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND			3,300.000	3,400.000	3,300.000							10,000.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>450.000</b>	<b>320.000</b>	<b>3,300.000</b>	<b>3,400.000</b>	<b>3,300.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>10,770.000</b>

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.


**NEED/EXPLANATION OF PROJECT**

Road rehabilitation.  
 2019: West of Holt Rd. to Maple Grove Rd.  
 2020: East of Solina Rd. to Hwy 418  
 2021: East of Trulls Rd. to west of Courtyce Rd. and from Maple Grove Rd. to 0.2 km west of Reg. Rd. 57 including rehabilitation/widening of bridge 0.2 km west of Old Scugog Rd.

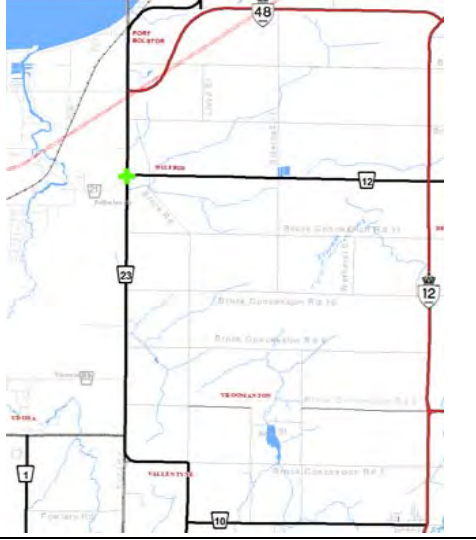
DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 23</b>													
Program No. R1609 <u>Reg. Rd. 4</u> Taunton Rd. / Region Rd. 57 Intersection  Clarington													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	730.000												730.000
Environmental Assessment													0.000
Engineering/Design		50.000											50.000
Property Acquisition		250.000											250.000
Utility Relocation		300.000											300.000
Construction				300.000	6,700.000								7,000.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	730.000	600.000	0.000	300.000	6,700.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	8,330.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	446.800	367.200		183.600	4,100.400								5,098.000
NEW COMMERCIAL DEV. CHARGES*	65.700	54.000		27.000	603.000								749.700
NEW INSTITUTIONAL DEV. CHARGES*				10.800	241.200								252.000
NEW INDUSTRIAL DEV. CHARGES*				48.600	1,085.400								1,134.000
GENERAL LEVY	113.200												113.200
ROADS CAPITAL RESERVE	104.300	178.800		30.000	670.000								983.100
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	730.000	600.000	0.000	300.000	6,700.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	8,330.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Reconstruct and modify intersection and replace and widen bridge on west leg of intersection.													

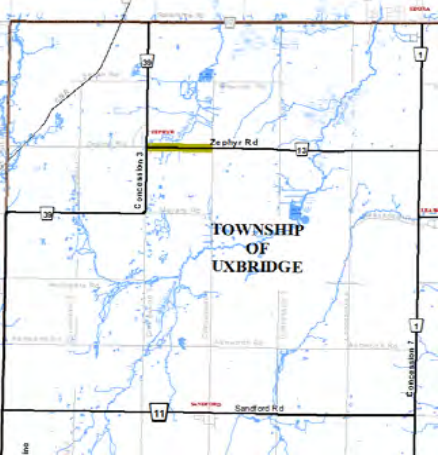
DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2019	2020	2021	2022	2023	2024	2025	2026	2027			
<b>BUDGET ITEM NO. 26</b>  Program No. R1802 <u>Reg. Rd. 8</u> Reg. Rd. 8, from Mill Run Gate to 0.4 km west of Conc. Rd. 4  Uxbridge 3.0 km														
<b>RELATED PROJECTS</b>														
<u>Associated Works:</u>														
														
<b>EXPENDITURES:</b>														
Total Prior Budget Allocations	0.000												0.000	
Environmental Assessment		100.000											0.000	
Engineering/Design			100.000										100.000	
Property Acquisition													0.000	
Utility Relocation													0.000	
Construction			3,500.000										3,500.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	0.000	100.000	3,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,600.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES														0.000
NEW COMMERCIAL DEV. CHARGES*														0.000
NEW INSTITUTIONAL DEV. CHARGES*														0.000
NEW INDUSTRIAL DEV. CHARGES*														0.000
GENERAL LEVY		100.000												100.000
ROADS CAPITAL RESERVE														0.000
ROADS REHAB RESERVE FUND			3,500.000											3,500.000
OTHER														0.000
<b>TOTAL ATTRIBUTION</b>	0.000	100.000	3,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,600.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Road rehabilitation.														

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

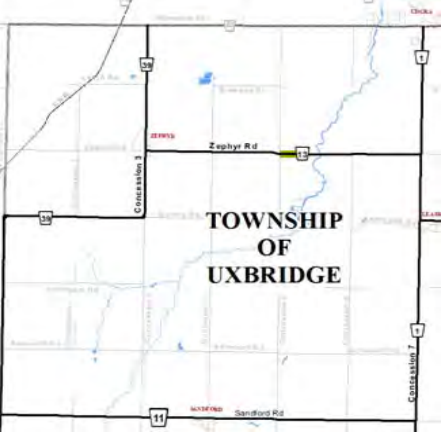
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2019	2020	2021	2022	2023	2024	2025	2026	2027			
<b>BUDGET ITEM NO. 29</b>														
Program No. R1403 Reg. Rd. 12 / 23 Reg. Rd. 12 / Lake Ridge Rd. Intersection Brock														
<b>RELATED PROJECTS</b>														
Associated Works:														
														
<b>EXPENDITURES:</b>														
Total Prior Budget Allocations	900.000												900.000	
Environmental Assessment													0.000	
Engineering/Design													0.000	
Property Acquisition													0.000	
Utility Relocation													0.000	
Construction		3,000.000											3,000.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	900.000	3,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,900.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES	550.800	1,836.000												2,386.800
NEW COMMERCIAL DEV. CHARGES*	81.000	270.000												351.000
NEW INSTITUTIONAL DEV. CHARGES*														0.000
NEW INDUSTRIAL DEV. CHARGES*	64.800													64.800
GENERAL LEVY														0.000
ROADS CAPITAL RESERVE	203.400	894.000												1,097.400
OTHER														0.000
<b>TOTAL ATTRIBUTION</b>	900.000	3,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,900.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Reconstruct to roundabout.														

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 30</b>													
<b>Program No. R1503</b>													
<u>Reg. Rd.13</u>													
Zephyr Rd. from Scott Conc. 3 (Reg. Rd. 39) to Conc. 4													
Uxbridge 2.0 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	250.000												250.000
Environmental Assessment													0.000
Engineering/Design		150.000											150.000
Property Acquisition													0.000
Utility Relocation		50.000											50.000
Construction				1,200.000									1,200.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	250.000	200.000	0.000	1,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,650.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	250.000	200.000		1,200.000									1,650.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	250.000	200.000	0.000	1,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,650.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													



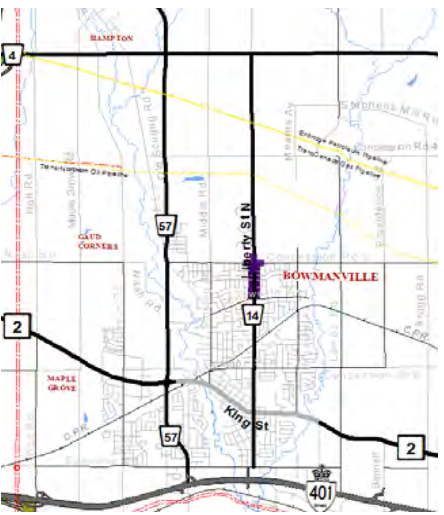
DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)														
	BUDGET ITEM NO. 31	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
				2019	2020	2021	2022	2023	2024	2025	2026	2027			
<b>Program No. R1509</b> <u>Reg. Rd. 13</u> Zephyr Rd. from Conc. 5 to 0.7 km east of Conc. 5  Uxbridge 0.7 km															
<b>RELATED PROJECTS</b>															
<u>Associated Works:</u>															
	<b>EXPENDITURES:</b>  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>	635.000           635.000	175.000           175.000	690.000           690.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	635.000           635.000		
	<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER  <b>TOTAL ATTRIBUTION</b>	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	1,500.000           1,500.000
	* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>															
Road rehabilitation/reconstruction.															


DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 32</b>													
<b>Program No. R0901</b>													
<u>Reg. Rd. 13</u>													
3rd Concession from Lake Ridge Rd. to 1.5 km west of Highway 12													
Brock 3.9 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	9,535.000												9,535.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction		685.000	3,800.000	8,800.000									13,285.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	9,535.000	685.000	3,800.000	8,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22,820.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	2,448.000												2,448.000
NEW COMMERCIAL DEV. CHARGES*	360.000												360.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*	648.000												648.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	544.000												544.000
ROADS REHAB RESERVE FUND	5,535.000	685.000	3,800.000	8,800.000									18,820.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	9,535.000	685.000	3,800.000	8,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	22,820.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction including modifications to the profile and modifications to the Lake Ridge Rd. intersection. Phase I: 2018 intersection modifications at Reg. Rd. 13/23. Phase II: 2019 road reconstruction from east of Lake Ridge Rd. to west of Sideroad 17 Phase III: 2020 road reconstruction from west of Sideroad 17 to 1.5km west of Hwy 7/12													

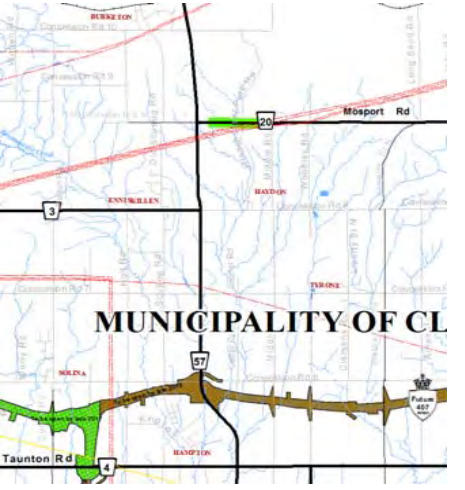
DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 34</b>													
<b>Program No. R1717</b>													
<u>Reg. Rd. 14</u>													
Liberty St. from Longworth Ave. to Concession Rd. 3													
Clarington 0.8 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	400.000												400.000
Environmental Assessment		50.000											50.000
Engineering/Design		100.000											100.000
Property Acquisition		200.000											200.000
Utility Relocation			300.000										300.000
Construction				4,700.000									4,700.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	400.000	350.000	300.000	4,700.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5,750.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	244.800	214.200	183.600	1,958.400									2,601.000
NEW COMMERCIAL DEV. CHARGES*	36.000	31.500	27.000	288.000									382.500
NEW INSTITUTIONAL DEV. CHARGES*			10.800	115.200									126.000
NEW INDUSTRIAL DEV. CHARGES*		56.700	48.600	518.400									623.700
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	119.200	47.600	30.000	320.000									516.800
ROADS REHAB RESERVE FUND				1,500.000									1,500.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	400.000	350.000	300.000	4,700.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5,750.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation including signalization and modifications to the Concession Rd. 3 intersection.													


DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 36</b>													
<b>Program No. R1803</b>													
<u>Reg. Rd. 16</u>													
Ritson Rd. from north of Taunton Rd. to Conlin Rd.													
Oshawa 2.0km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment		500.000											500.000
Engineering/Design			500.000										500.000
Property Acquisition				100.000									100.000
Utility Relocation					100.000								100.000
Construction						12,800.000							12,800.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	500.000	500.000	100.000	100.000	12,800.000	0.000	0.000	0.000	0.000	0.000	0.000	14,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES		224.400	224.400	44.800	44.800	5,744.640							6,283.040
NEW COMMERCIAL DEV. CHARGES*		33.000	33.000	6.600	6.600	844.800							924.000
NEW INSTITUTIONAL DEV. CHARGES*			13.200	2.640	2.640	337.920							356.400
NEW INDUSTRIAL DEV. CHARGES*			59.400	11.880	11.880	1,520.640							1,603.800
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE		242.600	170.000	34.000	34.000	4,352.000							4,832.600
ROADS REHAB RESERVE FUND													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	500.000	500.000	99.920	99.920	12,800.000	0.000	0.000	0.000	0.000	0.000	0.000	13,999.840
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen road from 2/3 to 5 lanes.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 40</b>													
<b>Program No. R1808</b>													
<u>Reg. Rd. 20</u>													
Durham Road 20 from 250 m East of Regional Road 57 to West of Middle Road													
Clarington 1.35 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction		961.000											961.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	961.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	961.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY		961.000											961.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	961.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	961.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													

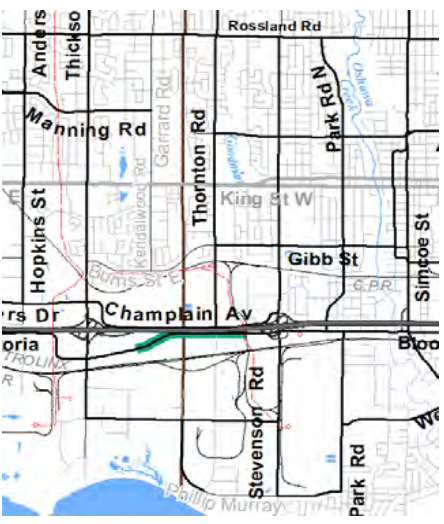
DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 43</b>													
Program No. R1611 Reg. Rd. 22 Bayly St. / Church St. Intersection Pickering 0.7 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	300.000												300.000
Environmental Assessment													0.000
Engineering/Design		100.000											100.000
Property Acquisition		250.000											250.000
Utility Relocation			450.000										450.000
Construction					6,600.000								6,600.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	300.000	350.000	450.000	0.000	6,600.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7,700.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	183.600	214.200	275.400		3,763.800								4,437.000
NEW COMMERCIAL DEV. CHARGES*	27.000	31.500	40.500		553.500								652.500
NEW INSTITUTIONAL DEV. CHARGES*			16.200		221.400								237.600
NEW INDUSTRIAL DEV. CHARGES*		56.700	72.900		996.300								1,125.900
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	89.400	47.600	45.000		615.000								797.000
ROADS REHAB RESERVE FUND					450.000								450.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	300.000	350.000	450.000	0.000	6,600.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7,700.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Intersection modifications including widening Bayly St. to 7 lanes and road rehabilitation from 0.2 km east of Church St. to John Mills Bridge													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)


PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
<b>BUDGET ITEM NO. 47</b>  Program No. R1102 <u>Reg. Rd. 22</u> Victoria St. from South Blair St. to west of Thickson Rd. Whitby 1.6 km												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u> Water Supply - \$1,400,000 Sanitary Sewer - \$1,100,000 Feedermain - \$16,200,000												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	2,894.000											2,894.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition		100.000										100.000
Utility Relocation		400.000										400.000
Construction		2,250.000	7,750.000									10,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	2,894.000	2,750.000	7,750.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	13,394.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	1,253.451	1,589.500	4,479.500									7,322.451
NEW COMMERCIAL DEV. CHARGES*	204.405	233.750	658.750									1,096.905
NEW INSTITUTIONAL DEV. CHARGES*			263.500									263.500
NEW INDUSTRIAL DEV. CHARGES*			1,185.750									1,185.750
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	955.417	926.750	1,162.500									3,044.667
ROADS REHAB RESERVE FUND	255.394											255.394
OTHER	225.464											225.464
<b>TOTAL ATTRIBUTION</b>	2,894.131	2,750.000	7,750.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	13,394.131
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Construct new alignment and widen road to 5 lanes												

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
<b>BUDGET ITEM NO. 48</b>												
Program No. R0803 Reg. Rd. 22 Victoria St./Bloor St. from east of Thickson Rd. to west of Stevenson Rd. 1.8 km Whitby / Oshawa												
<b>RELATED PROJECTS</b>												
Associated Works: Water Supply - \$12,500,000												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	1,850.000											1,850.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation		900.000										900.000
Construction				9,000.000								9,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>1,850.000</b>	<b>900.000</b>	<b>0.000</b>	<b>9,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>11,750.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	1,031.720	501.840		5,018.400								6,551.960
NEW COMMERCIAL DEV. CHARGES*	207.900	73.800		738.000								1,019.700
NEW INSTITUTIONAL DEV. CHARGES*				295.200								295.200
NEW INDUSTRIAL DEV. CHARGES*		132.840		1,328.400								1,461.240
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	610.366	191.520		1,620.000								2,421.886
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>1,849.986</b>	<b>900.000</b>	<b>0.000</b>	<b>9,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>11,749.986</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Widen road from 2/3 to 4/5 lanes.												



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<p><b>BUDGET ITEM NO. 52</b></p> <p>Program No. R0207 <u>Reg. Rd. 23</u> Lake Ridge Rd. from Bayly St. to Kingston Rd./Dundas St.</p> <p>Ajax / Whitby 2.0 km</p>
<b>RELATED PROJECTS</b>
<u>Associated Works:</u>


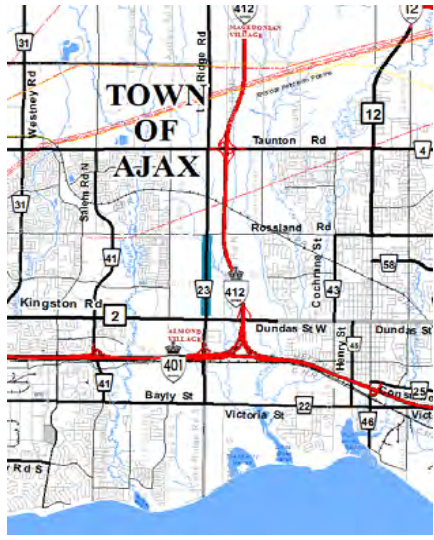
BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	360.000											360.000
Environmental Assessment												0.000
Engineering/Design		300.000										300.000
Property Acquisition			100.000									100.000
Utility Relocation				100.000								100.000
Construction					3,000.000							3,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>360.000</b>	<b>300.000</b>	<b>100.000</b>	<b>100.000</b>	<b>3,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,860.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	210.700	136.680	45.560	45.560	1,366.800							1,805.300
NEW COMMERCIAL DEV. CHARGES*	54.400	20.100	6.700	6.700	201.000							288.900
NEW INSTITUTIONAL DEV. CHARGES*			2.680	2.680	80.400							85.760
NEW INDUSTRIAL DEV. CHARGES*		36.180	12.060	12.060	361.800							422.100
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	94.900	107.040	33.000	33.000	990.000							1,257.940
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>360.000</b>	<b>300.000</b>	<b>100.000</b>	<b>100.000</b>	<b>3,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,860.000</b>

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

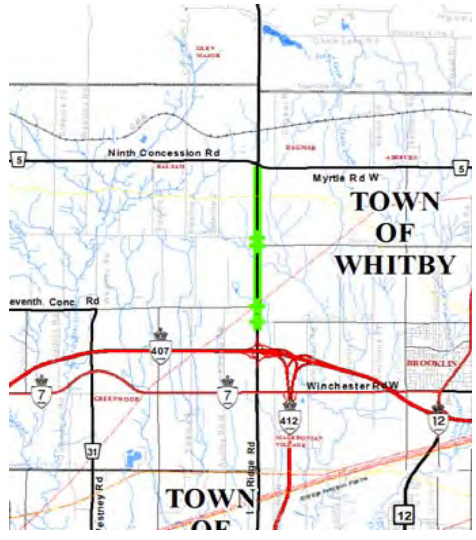
**NEED/EXPLANATION OF PROJECT**

Widen from 2 to 4/5 lanes.

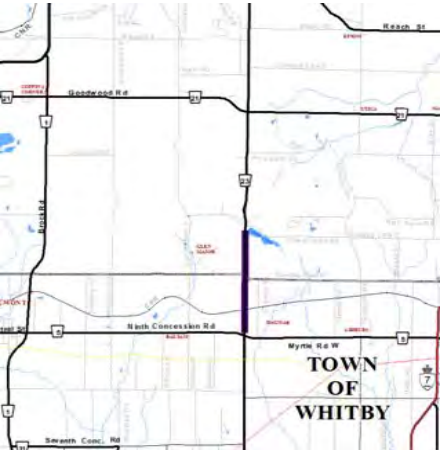
DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
<b>BUDGET ITEM NO. 53</b>  Program No. R1809 <u>Reg. Rd. 23</u> Lake Ridge Rd. from Kingston Rd./Dundas St. to Rossland Rd.  Ajax / Whitby 2.0 km												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment		300.000										300.000
Engineering/Design			200.000									200.000
Property Acquisition				300.000								300.000
Utility Relocation					400.000							400.000
Construction						7,600.000						7,600.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	300.000	200.000	300.000	400.000	7,600.000	0.000	0.000	0.000	0.000	0.000	8,800.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES		173.400	115.600	173.400	231.200	4,392.800						5,086.400
NEW COMMERCIAL DEV. CHARGES*		25.500	17.000	25.500	34.000	646.000						748.000
NEW INSTITUTIONAL DEV. CHARGES*			6.800	10.200	13.600	258.400						289.000
NEW INDUSTRIAL DEV. CHARGES*		45.900	30.600	45.900	61.200	1,162.800						1,346.400
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE		55.200	30.000	45.000	60.000	1,140.000						1,330.200
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	300.000	200.000	300.000	400.000	7,600.000	0.000	0.000	0.000	0.000	0.000	8,800.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Widen from 2 to 4/5 lanes.												

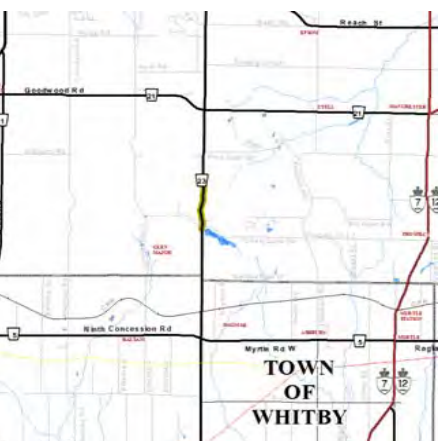
DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET ITEM NO. 54	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
				2019	2020	2021	2022	2023	2024	2025	2026	2027	
<p><b>BUDGET ITEM NO. 54</b></p> <p>Program No. R1517 Reg. Rd. 23 Lake Ridge Rd. from 1.6 km north of Hwy. 7 to Conc. 9 (Reg. Rd. 5) Pickering/Whitby 4.5 km</p> <p><b>RELATED PROJECTS</b></p> <p><u>Associated Works:</u></p> 	<p><b>EXPENDITURES:</b></p> <p>Total Prior Budget Allocations 1,600.000</p> <p>Environmental Assessment 0.000</p> <p>Engineering/Design 0.000</p> <p>Property Acquisition 0.000</p> <p>Utility Relocation 0.000</p> <p>Construction 9,000.000</p> <p>Contingency 0.000</p> <p>Other 0.000</p> <p><b>TOTAL EXPENDITURES</b> 1,600.000 9,000.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 10,600.000</p>	<p><b>ATTRIBUTION:</b></p> <p>SUBSIDY/GRANTS 0.000</p> <p>NEW RESIDENTIAL DEV. CHARGES 0.000</p> <p>NEW COMMERCIAL DEV. CHARGES* 0.000</p> <p>NEW INSTITUTIONAL DEV. CHARGES* 0.000</p> <p>NEW INDUSTRIAL DEV. CHARGES* 0.000</p> <p>GENERAL LEVY 0.000</p> <p>ROADS CAPITAL RESERVE 0.000</p> <p>ROADS REHAB RESERVE FUND 1,600.000 9,000.000 10,600.000</p> <p>OTHER 0.000</p> <p><b>TOTAL ATTRIBUTION</b> 1,600.000 9,000.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 10,600.000</p>											
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation and intersection modifications.													


DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2019	2020	2021	2022	2023	2024	2025	2026	2027			
<b>BUDGET ITEM NO. 55</b>														
<b>Program No. R1718</b>														
<u>Reg. Rd. 23</u>														
Lake Ridge Rd. from north of Reg. Rd. 5 to south of Chalk Lake Rd.														
Pickering/Whitby/Uxbridge/Scugog 3.7 km														
<b>RELATED PROJECTS</b>														
<u>Associated Works:</u>														
														
<b>EXPENDITURES:</b>														
Total Prior Budget Allocations	150.000												150.000	
Environmental Assessment		150.000											0.000	
Engineering/Design													150.000	
Property Acquisition													0.000	
Utility Relocation			100.000										100.000	
Construction				4,500.000									4,500.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	150.000	150.000	100.000	4,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,900.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES														0.000
NEW COMMERCIAL DEV. CHARGES*														0.000
NEW INSTITUTIONAL DEV. CHARGES*														0.000
NEW INDUSTRIAL DEV. CHARGES*														0.000
GENERAL LEVY														0.000
ROADS CAPITAL RESERVE														0.000
ROADS REHAB RESERVE FUND	150.000	150.000	100.000	4,500.000										4,900.000
OTHER														0.000
<b>TOTAL ATTRIBUTION</b>	150.000	150.000	100.000	4,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,900.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Road rehabilitation.														

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 56</b>													
<b>Program No. R1618</b>													
<u>Reg. Rd. 23</u>													
Lake Ridge Rd. from Chalk Lake Rd. to 1.5km north of Chalk Lake Rd.													
Scugog/Uxbridge 1.5 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	200.000												200.000
Environmental Assessment													0.000
Engineering/Design		100.000											100.000
Property Acquisition													0.000
Utility Relocation		150.000											150.000
Construction			2,800.000										2,800.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	200.000	250.000	2,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,250.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	200.000	250.000	2,800.000										3,250.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	200.000	250.000	2,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,250.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation including intersection modifications at Chalk Lake Rd.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 57</b>													
<b>Program No. R0710</b>													
<u>Reg. Rd. 26</u>													
Thickson Rd. from Wentworth St. to C.N. Rail Kingston													
Whitby 0.8 km													
<b>RELATED PROJECTS</b>													
Associated Works													
Water Supply - \$205,000													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	400.000												400.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition		100.000											100.000
Utility Relocation		200.000											200.000
Construction			200.000	3,100.000									3,300.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	400.000	300.000	200.000	3,100.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	213.560	171.360	114.240	1,770.720									2,269.880
NEW COMMERCIAL DEV. CHARGES*	36.200	25.200	16.800	260.400									338.600
NEW INSTITUTIONAL DEV. CHARGES*			6.720	104.160									110.880
NEW INDUSTRIAL DEV. CHARGES*		45.360	30.240	468.720									544.320
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	150.240	58.080	32.000	496.000									736.320
ROADS REHAB RESERVE FUND													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	400.000	300.000	200.000	3,100.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4,000.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Reconstruct and widen road to 4 lanes.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 59**

Program No. R1810  
Reg. Rd. 26  
Thickson Rd. / Burns St. Intersection  
Whitby

---

**RELATED PROJECTS**

Associated Works:

EXPENDITURES:	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment													0.000
Engineering/Design		50.000											50.000
Property Acquisition													0.000
Utility Relocation			50.000										50.000
Construction				600.000									600.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	50.000	50.000	600.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	700.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES		30.600	30.600	367.200									428.400
NEW COMMERCIAL DEV. CHARGES*		4.500	4.500	54.000									63.000
NEW INSTITUTIONAL DEV. CHARGES*			1.800	21.600									23.400
NEW INDUSTRIAL DEV. CHARGES*		8.100	8.100	97.200									113.400
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE		6.800	5.000	60.000									71.800
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	50.000	50.000	600.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	700.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Intersection modifications to include adding NB right turn lane, street lighting and AODA modifications.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

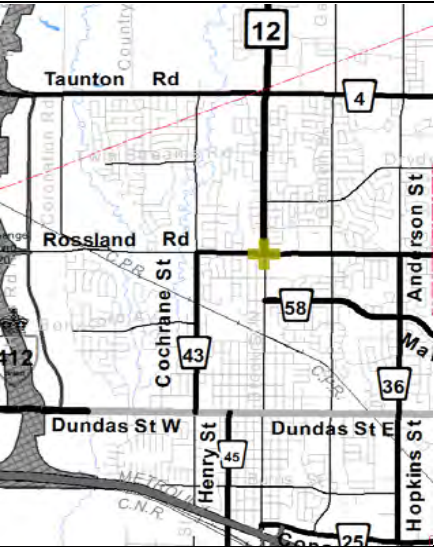
**BUDGET ITEM NO. 64**

Program No. R1619  
Reg. Rd. 28  
Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection  
Whitby

---

**RELATED PROJECTS**

Associated Works:



BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	1,080.000											1,080.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition		70.000										70.000
Utility Relocation												0.000
Construction		200.000	6,500.000									6,700.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>1,080.000</b>	<b>270.000</b>	<b>6,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>7,850.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	638.928	159.732	3,845.400									4,644.060
NEW COMMERCIAL DEV. CHARGES*	93.960	23.490	565.500									682.950
NEW INSTITUTIONAL DEV. CHARGES*			226.200									226.200
NEW INDUSTRIAL DEV. CHARGES*		42.282	1,017.900									1,060.182
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	347.112	44.496	845.000									1,236.608
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>1,080.000</b>	<b>270.000</b>	<b>6,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>7,850.000</b>

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Intersection modifications.



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 65**

Program No. R1620  
Reg. Rd. 28  
Rossland Rd. / Garden St. Intersection  
Whitby

---

**RELATED PROJECTS**

Associated Works:

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	150.000											150.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation		150.000										150.000
Construction				2,200.000								2,200.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	150.000	150.000	0.000	2,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,500.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	91.800	91.800		1,346.400								1,530.000
NEW COMMERCIAL DEV. CHARGES*	13.500	13.500		198.000								225.000
NEW INSTITUTIONAL DEV. CHARGES*				79.200								79.200
NEW INDUSTRIAL DEV. CHARGES*		24.300		356.400								380.700
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	44.700	20.400		220.000								285.100
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	150.000	150.000	0.000	2,200.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,500.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Intersection modifications at Garden St.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION
<p><b>BUDGET ITEM NO. 66</b></p> <p>Program No. R1811 Reg. Rd. 28 Rossland Rd. from Ritson Rd. to Harmony Rd.</p> <p>Oshawa 1.7 KM</p>
RELATED PROJECTS

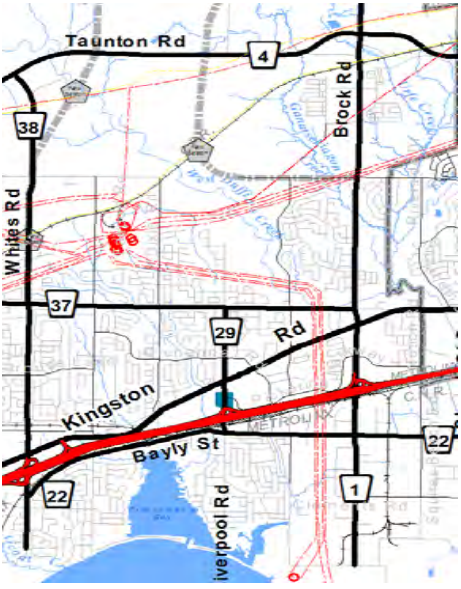
BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment		500.000										500.000
Engineering/Design			500.000									500.000
Property Acquisition				100.000								100.000
Utility Relocation					300.000							300.000
Construction						11,500.000						11,500.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	500.000	500.000	100.000	300.000	11,500.000	0.000	0.000	0.000	0.000	0.000	12,900.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES		326.400	326.400	65.280	195.840	7,507.200						8,421.120
NEW COMMERCIAL DEV. CHARGES*		48.000	48.000	9.600	28.800	1,104.000						1,238.400
NEW INSTITUTIONAL DEV. CHARGES*		19.200	19.200	3.840	11.520	441.600						476.160
NEW INDUSTRIAL DEV. CHARGES*		86.400	86.400	17.280	51.840	1,987.200						2,229.120
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE		39.200	20.000	4.000	12.000	460.000						535.200
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	500.000	500.000	100.000	300.000	11,500.000	0.000	0.000	0.000	0.000	0.000	12,900.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Widen road to 5 lanes, including structure widening.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	
<p><b>BUDGET ITEM NO. 68</b></p> <p>Program No. R1817 <u>Reg. Rd. 29</u> Liverpool Rd. from Highway 401 to Kingston Rd.</p> <p>Pickering 0.4 KM</p>	
RELATED PROJECTS	
	


BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment		300.000										300.000
Engineering/Design			300.000									300.000
Property Acquisition				100.000								100.000
Utility Relocation					200.000							200.000
Construction						2,500.000						2,500.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	300.000	300.000	100.000	200.000	2,500.000	0.000	0.000	0.000	0.000	0.000	3,400.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES		191.760	191.760	63.920	127.840	1,598.000						2,173.280
NEW COMMERCIAL DEV. CHARGES*		28.200	28.200	9.400	18.800	235.000						319.600
NEW INSTITUTIONAL DEV. CHARGES*		11.280	11.280	3.760	7.520	94.000						116.560
NEW INDUSTRIAL DEV. CHARGES*		50.760	50.760	16.920	33.840	423.000						575.280
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE		29.280	18.000	6.000	12.000	150.000						215.280
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	300.000	300.000	100.000	200.000	2,500.000	0.000	0.000	0.000	0.000	0.000	3,400.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.


**NEED/EXPLANATION OF PROJECT**

Widen from 5 to 6 lanes.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 69</b>  Program No. R1818 <u>Reg. Rd. 30</u> York Durham Line from Wagg Rd. to Aurora Rd.  Uxbridge 0.8 KM													
<b>RELATED PROJECTS</b>													
	EXPENDITURES:  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>												
	ATTRIBUTION:  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER  <b>TOTAL ATTRIBUTION</b>												
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation including slope stabilization.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 70</b>  Program No. R1525 <u>Reg. Rd. 30</u> York Durham Line from Reg. Rd. 8 to Vivian Rd.  Uxbridge 1.2 KM													
<b>RELATED PROJECTS</b>													
	EXPENDITURES:  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>	250.000           250.000	300.000           300.000	2,000.000           2,000.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	2,550.000           2,550.000	
	<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER  <b>TOTAL ATTRIBUTION</b>	250.000           250.000	300.000           300.000	2,000.000           2,000.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	2,150.000           2,150.000
	* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation including intersection modifications at Region Rd. 8 and at Vivian Rd.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 74</b>  Program No. R1621 <u>Reg. Rd. 31</u> Westney Rd. from north of Rossland Rd. to Taunton Rd.  Ajax 2.0 KM													
<b>RELATED PROJECTS</b>													
	<b>EXPENDITURES:</b>  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>	1,200.000           1,200.000	300.000           300.000	0.000           0.000	11,300.000           11,300.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	12,800.000           12,800.000	
	<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER  <b>TOTAL ATTRIBUTION</b>	783.360 115.200      301.440   1,200.000	195.840 28.800   51.840 23.520  300.000	7,376.640 1,084.800 433.920 1,952.640   452.000  11,300.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen road to 4 lanes.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)


PROJECT LOCATION & DESCRIPTION	
<b>BUDGET ITEM NO. 76</b>	
<b>Program No. R0716</b>	
<u>Reg. Rd. 33</u>	
Harmony Rd. from Rossland Rd. to Taunton Rd.	
Oshawa	2.0km
RELATED PROJECTS	
Associated Works	
Water Supply - \$300,000	
Sanitary Sewer - \$445,000	

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	1,700.000											1,700.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation												0.000
Construction		9,000.000										9,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>1,700.000</b>	<b>9,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>10,700.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	993.520	5,752.800										6,746.320
NEW COMMERCIAL DEV. CHARGES*	214.400	846.000										1,060.400
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*		1,522.800										1,522.800
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	492.080	878.400										1,370.480
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>1,700.000</b>	<b>9,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>10,700.000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												

**NEED/EXPLANATION OF PROJECT**

Widen road to 4/5 lanes.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 77</b>													
Program No. R1723 Reg. Rd. 33 Harmony Rd. from north of Coldstream Dr. to south of Conlin Rd.  Oshawa 1.0 km													
<b>RELATED PROJECTS</b>													
Associated Works: Water Supply - \$25,000 (2012), \$1,000,000 (2013) Sanitary Sewer - \$25,000 (2012), \$100,000 (2013)													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition		500.000											500.000
Utility Relocation													0.000
Construction			5,400.000										5,400.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	500.000	5,400.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5,900.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES		282.200	3,047.760										3,329.960
NEW COMMERCIAL DEV. CHARGES*		41.500	448.200										489.700
NEW INSTITUTIONAL DEV. CHARGES*			179.280										179.280
NEW INDUSTRIAL DEV. CHARGES*			806.760										806.760
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE		176.300	918.000										1,094.300
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	500.000	5,400.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	5,900.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen from 2/3 to 5 lanes from north of Coldstream Dr. to south of Conlin Rd.													



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION
<p><b>BUDGET ITEM NO. 84</b></p> <p>Program No. R1719 Reg. Rd. 43 Cochrane St. from Ferguson St. to 0.4 km north of Vernon St. Whitby 1.2 KM</p>
RELATED PROJECTS
<p>Associated Works Water Supply - \$935,000 Sanitary Sewer - \$690,000</p>

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	200.000											200.000
Environmental Assessment												0.000
Engineering/Design		150.000										150.000
Property Acquisition		100.000										100.000
Utility Relocation			200.000									200.000
Construction				3,000.000								3,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	200.000	250.000	200.000	3,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,650.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND	200.000	250.000	200.000	3,000.000								3,650.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	200.000	250.000	200.000	3,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,650.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013.  
As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016.  
Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Road rehabilitation/reconstruction.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 87**

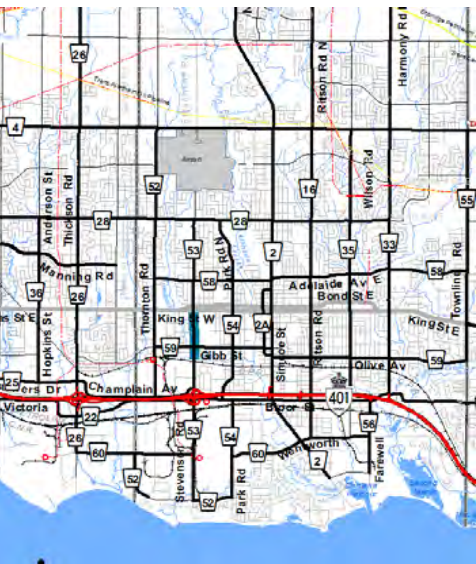
Program No. R1819  
Reg. Rd. 53  
Stevenson Rd. from CPR Belleville to Bond St.

Oshawa 1.2 km

---

**RELATED PROJECTS**

Associated Works  
Water Supply - \$1,250,000 (Hwy 401 - Bond St.)



EXPENDITURES:	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
Total Prior Budget Allocations	0.000												0.000
Environmental Assessment		400.000											400.000
Engineering/Design			500.000										500.000
Property Acquisition				200.000									200.000
Utility Relocation					400.000								400.000
Construction						7,300.000							7,300.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	400.000	500.000	200.000	400.000	7,300.000	0.000	0.000	0.000	0.000	0.000	0.000	8,800.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES		250.240	312.800	125.120	250.240	4,566.880							5,505.280
NEW COMMERCIAL DEV. CHARGES*		36.800	46.000	18.400	36.800	671.600							809.600
NEW INSTITUTIONAL DEV. CHARGES*			18.400	7.360	14.720	268.640							309.120
NEW INDUSTRIAL DEV. CHARGES*			82.800	33.120	66.240	1,208.880							1,391.040
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE		112.960	40.000	16.000	32.000	584.000							784.960
ROADS REHAB RESERVE FUND													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	400.000	500.000	200.000	400.000	7,300.000	0.000	0.000	0.000	0.000	0.000	0.000	8,800.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Widen road from 4 to 5 lanes.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	
<b>BUDGET ITEM NO. 88</b>	
<b>Program No. R1820</b>	
<u>Reg. Rd. 53</u>	
Stevenson Rd. from Bond St. to Rosland Rd.	
Oshawa	2.0 km
RELATED PROJECTS	
Associated Works	
Water Supply - \$1,380,000	
Sanitary Sewer - \$1,380,000	


BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment		300.000										300.000
Engineering/Design					500.000							500.000
Property Acquisition						100.000						100.000
Utility Relocation								400.000				400.000
Construction									13,000.000			13,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	300.000	0.000	0.000	500.000	100.000	400.000	13,000.000	0.000	0.000	0.000	14,300.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES		132.600			221.000	44.200	176.800	5,746.000				6,320.600
NEW COMMERCIAL DEV. CHARGES*		19.500			32.500	6.500	26.000	845.000				929.500
NEW INSTITUTIONAL DEV. CHARGES*					13.000	2.600	10.400	338.000				364.000
NEW INDUSTRIAL DEV. CHARGES*					58.500	11.700	46.800	1,521.000				1,638.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE		147.900			175.000	35.000	140.000	4,550.000				5,047.900
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	300.000	0.000	0.000	500.000	100.000	400.000	13,000.000	0.000	0.000	0.000	14,300.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Widen road from 3/4 to 5 lanes.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 89</b>													
Program No. R1622 Reg. Rd. 55 Townline Rd. / Pebblestone Rd. Intersection Oshawa/Clarington													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	400.000												400.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation		150.000											150.000
Construction		1,100.000											1,100.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	400.000	1,250.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,650.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	244.800	765.000											1,009.800
NEW COMMERCIAL DEV. CHARGES*	36.000	112.500											148.500
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	119.200	372.500											491.700
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	400.000	1,250.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,650.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Intersection modifications.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	
<b>BUDGET ITEM NO. 90</b>	
Program No. R1821	
Reg. Rd. 55	
Townline Rd. from Beatrice Rd. to Taunton Rd.	
Oshawa/Clarington	0.9 KM
RELATED PROJECTS	
Associated Works	

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations												0
Environmental Assessment		50.000										50.000
Engineering/Design		50.000										50.000
Property Acquisition												0.000
Utility Relocation			100.000									100.000
Construction				500.000								500.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	100.000	100.000	500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	700.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND		100.000	100.000	500.000								700.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	100.000	100.000	500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	700.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

NEED/EXPLANATION OF PROJECT

Widen and urbanize road from 2 to 3 lanes.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	
<b>BUDGET ITEM NO. 91</b>	
Program No. R1720	
Reg. Rd. 56	
Farewell St. from Harbour Rd. to Bloor St.	
Oshawa	1.6 KM
RELATED PROJECTS	
Associated Works	
Water Supply - \$500,000	

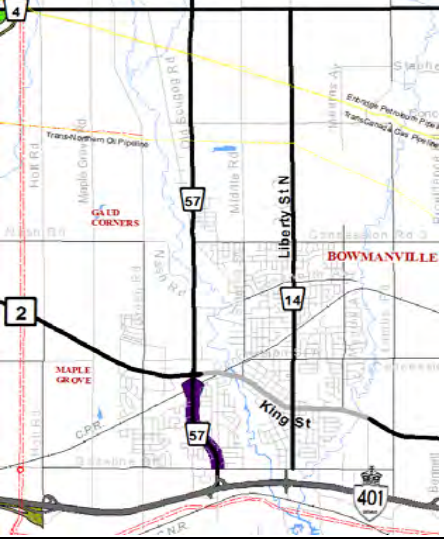
BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	200.000											200.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation		150.000										150.000
Construction			3,450.000									3,450.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	200.000	150.000	3,450.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,800.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY	200.000	150.000										350.000
ROADS CAPITAL RESERVE												0.000
ROADS REHAB RESERVE FUND			3,450.000									3,450.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	200.000	150.000	3,450.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,800.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.


**NEED/EXPLANATION OF PROJECT**

Road rehabilitation/reconstruction.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

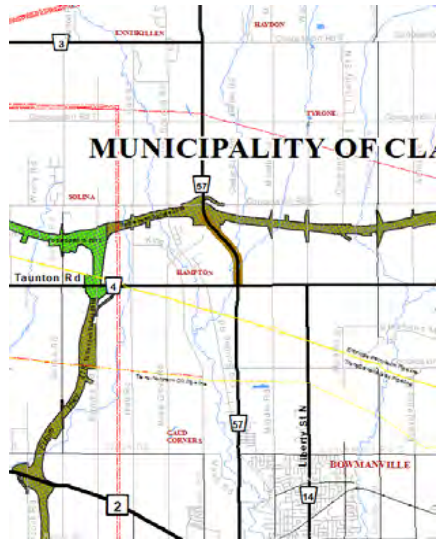
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 92</b>													
<b>Program No. R1721</b>													
<u>Reg. Rd. 57</u>													
Martin Rd. from Baseline Rd. to south of Reg. Hwy 2													
Clarington 1.7 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
Water Supply - \$410,000													
Sanitary Sewer - \$3,150,000													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	900.000												900.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation		400.000											400.000
Construction				15,400.000									15,400.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	900.000	400.000	0.000	15,400.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	16,700.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	489.600	217.600		8,377.600									9,084.800
NEW COMMERCIAL DEV. CHARGES*	72.000	32.000		1,232.000									1,336.000
NEW INSTITUTIONAL DEV. CHARGES*				492.800									492.800
NEW INDUSTRIAL DEV. CHARGES*				2,217.600									2,217.600
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	338.400	150.400		3,080.000									3,568.800
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	900.000	400.000	0.000	15,400.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	16,700.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen road to 4 lanes from Baseline Rd. to Hwy 2, including structure widening.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

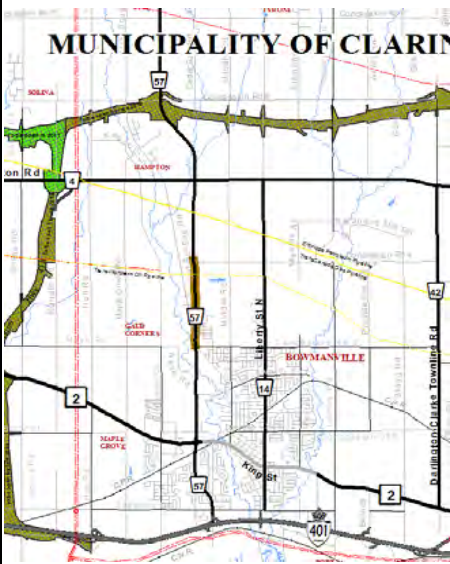
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 93</b>													
<b>Program No. R1309</b>													
<u>Reg. Rd. 57</u>													
Durham Rd. 57, from south of Reg. Hwy 2 to north of Stevens Rd.													
Clarington 0.5 km													
<b>RELATED PROJECTS</b>													
<u>Associated Works:</u>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	1,350.000												1,350.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition		120.000											120.000
Utility Relocation		210.000											210.000
Construction			5,500.000										5,500.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	1,350.000	330.000	5,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7,180.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	740.400	179.520	3,009.000										3,928.920
NEW COMMERCIAL DEV. CHARGES*	159.000	26.400	442.500										627.900
NEW INSTITUTIONAL DEV. CHARGES*			177.000										177.000
NEW INDUSTRIAL DEV. CHARGES*			796.500										796.500
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	450.600	124.080	1,075.000										1,649.680
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	1,350.000	330.000	5,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7,180.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Intersection modifications at Reg. Hwy. 2 and Stevens Rd.													



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2019	2020	2021	2022	2023	2024	2025	2026	2027			
<b>BUDGET ITEM NO. 95</b>  Program No. R1722 Reg. Rd. 57 Region Rd. 57 from Taunton Rd. to Hwy 407  Clarington 2.1 KM														
<b>RELATED PROJECTS</b>														
	<b>EXPENDITURES:</b>  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>	50.000           200.000	50.000           50.000	1,500.000           1,500.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	50.000           50.000	200.000           200.000	1,800.000
	<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER  <b>TOTAL ATTRIBUTION</b>	50.000           50.000	200.000           200.000	50.000           50.000	1,500.000           1,500.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	0.000           0.000	250.000           250.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Road rehabilitation/reconstruction.														

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 96</b>													
<b>Program No. R1520</b>													
<u>Reg. Rd. 57</u>													
Region Rd. 57 from south of Conc. Rd. 3 to 0.13 km north of Conc. Rd. 4													
Clarington 2.2 KM													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	600.000												600.000
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition		100.000											100.000
Utility Relocation													0.000
Construction		8,300.000											8,300.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	600.000	8,400.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	450.000												450.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	150.000	8,400.000											8,550.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	600.000	8,400.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9,000.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<p><b>BUDGET ITEM NO. 98</b></p> <p>Program No. R1523 Reg. Rd. 58 Manning Rd. / Brock St. Intersection Whitby</p>
<b>RELATED PROJECTS</b>

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	550.000											550.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation												0.000
Construction		200.000	2,500.000									2,700.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>550.000</b>	<b>200.000</b>	<b>2,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,250.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	336.600	122.400	1,530.000									1,989.000
NEW COMMERCIAL DEV. CHARGES*	49.500	18.000	225.000									292.500
NEW INSTITUTIONAL DEV. CHARGES*			90.000									90.000
NEW INDUSTRIAL DEV. CHARGES*			405.000									405.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	163.900	59.600	250.000									473.500
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>550.000</b>	<b>200.000</b>	<b>2,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,250.000</b>

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Intersection modifications.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

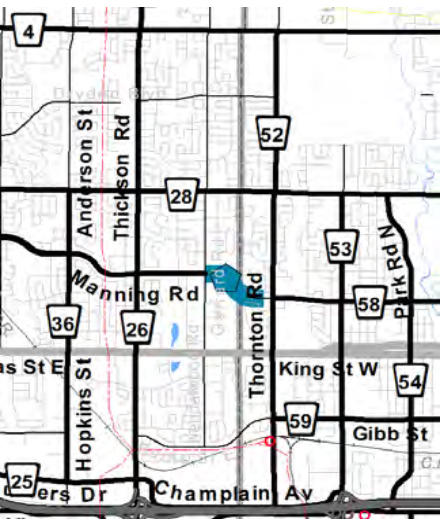
**BUDGET ITEM NO. 99**

Program No. R0517  
Reg. Rd. 58  
Manning Rd. / Adelaide Ave. Interconnection from Garrard Rd. to Thornton Rd.  
Whitby/Oshawa 0.5km

---

**RELATED PROJECTS**

Associated Works  
Water Supply - \$900,000




BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	1,260.000											1,260.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition		1,000.000										1,000.000
Utility Relocation			100.000									100.000
Construction					12,000.000							12,000.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>1,260.000</b>	<b>1,000.000</b>	<b>100.000</b>	<b>0.000</b>	<b>12,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>14,360.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	783.920	673.200	67.320		8,078.400							9,602.840
NEW COMMERCIAL DEV. CHARGES*	162.400	99.000	9.900		1,188.000							1,459.300
NEW INSTITUTIONAL DEV. CHARGES*			3.960		475.200							479.160
NEW INDUSTRIAL DEV. CHARGES*			17.820		2,138.400							2,156.220
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	313.680	227.800	1.000		120.000							662.480
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>1,260.000</b>	<b>1,000.000</b>	<b>100.000</b>	<b>0.000</b>	<b>12,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>14,360.000</b>

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

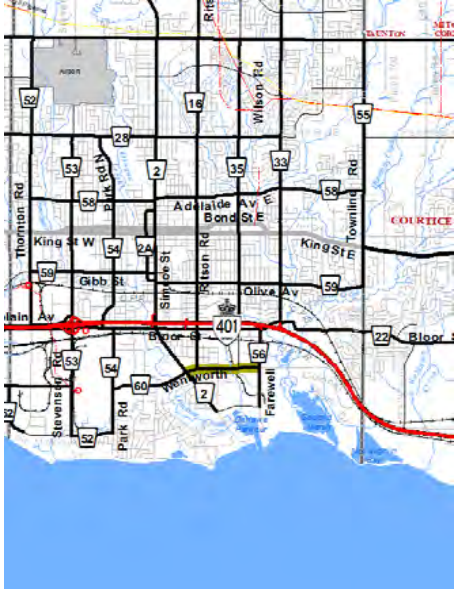
**NEED/EXPLANATION OF PROJECT**

Construct new road to 3 lanes with new crossing of Corbett Creek.


DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
<b>BUDGET ITEM NO. 101</b>												
<b>Program No. R0604</b>												
<u>Reg. Rd. 59</u>												
Gibb St. from east of Stevenson Rd. to Simcoe St.												
Oshawa 1.4 km												
<b>RELATED PROJECTS</b>												
Associated Works												
Water Supply - \$900,000												
Sanitary Sewer - \$270,000												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	7,000.000											7,000.000
Environmental Assessment												0.000
Engineering/Design		850.000	400.000									1,250.000
Property Acquisition		2,000.000	1,000.000									3,000.000
Utility Relocation				1,100.000								1,100.000
Construction			500.000		9,150.000							9,650.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	7,000.000	2,850.000	1,900.000	1,100.000	9,150.000	0.000	0.000	0.000	0.000	0.000	0.000	22,000.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	2,674.000	1,589.160	1,059.440	613.360	5,102.040							11,038.000
NEW COMMERCIAL DEV. CHARGES*	609.500	233.700	155.800	90.200	750.300							1,839.500
NEW INSTITUTIONAL DEV. CHARGES*			62.320	36.080	300.120							398.520
NEW INDUSTRIAL DEV. CHARGES*	110.700		280.440	162.360	1,350.540							1,904.040
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	3,355.800	1,027.140	342.000	198.000	1,647.000							6,569.940
ROADS REHAB RESERVE FUND												0.000
OTHER	250.000											250.000
<b>TOTAL ATTRIBUTION</b>	7,000.000	2,850.000	1,900.000	1,100.000	9,150.000	0.000	0.000	0.000	0.000	0.000	0.000	22,000.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
PH I: 2019 Glazier Medical Centre parking lot reconstruction. PH II: 2021 widen road from 3 to 4 lanes.												

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
<p><b>BUDGET ITEM NO. 103</b></p> <p>Program No. R1823 Reg. Rd. 60 Wentworth St. from Simcoe St. to Farewell St. Oshawa 1.5 km</p>	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
<p><b>RELATED PROJECTS</b></p> <p>Water Supply - \$1,290,000</p>			2019	2020	2021	2022	2023	2024	2025	2026	2027		
	<p><b>EXPENDITURES:</b></p> <p>Total Prior Budget Allocations 0.000</p> <p>Environmental Assessment</p> <p>Engineering/Design 100.000</p> <p>Property Acquisition</p> <p>Utility Relocation</p> <p>Construction 2,500.000</p> <p>Contingency</p> <p>Other</p> <p><b>TOTAL EXPENDITURES</b> 0.000 100.000 0.000 2,500.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 2,600.000</p>												
	<p><b>ATTRIBUTION:</b></p> <p>SUBSIDY/GRANTS 0.000</p> <p>NEW RESIDENTIAL DEV. CHARGES 0.000</p> <p>NEW COMMERCIAL DEV. CHARGES* 0.000</p> <p>NEW INSTITUTIONAL DEV. CHARGES* 0.000</p> <p>NEW INDUSTRIAL DEV. CHARGES* 0.000</p> <p>GENERAL LEVY 0.000</p> <p>ROADS CAPITAL RESERVE 0.000</p> <p>ROADS REHAB RESERVE FUND 100.000 2,500.000</p> <p>OTHER 0.000</p> <p><b>TOTAL ATTRIBUTION</b> 0.000 100.000 0.000 2,500.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 0.000 2,600.000</p>												
	<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
	<p><b>NEED/EXPLANATION OF PROJECT</b></p> <p>Road rehabilitation/reconstruction.</p>												

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
BUDGET ITEM NO. 104			2019	2020	2021	2022	2023	2024	2025	2026	2027	
<p><b>Program No. R1824</b> <u>Reg. Hwy. 2</u> Kingston Rd. from Delta Blvd. to Merritton Rd. and Dixie Rd. to Liverpool Rd. Pickering 1.6 km</p>												
<b>RELATED PROJECTS</b>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition		3,250.000										3,250.000
Utility Relocation												0.000
Construction												0.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	3,250.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,250.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES		2,055.300										2,055.300
NEW COMMERCIAL DEV. CHARGES*		302.250										302.250
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE		892.450										892.450
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	3,250.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,250.000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												
<b>NEED/EXPLANATION OF PROJECT</b>												
Property requirements related to potential PTIF Phase 2 projects along Highway 2 that would add bus only and cycling lanes to the transportation network.												

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

<b>PROJECT LOCATION &amp; DESCRIPTION</b>
<p><b>BUDGET ITEM NO. 105</b></p> <p>Program No. R1825 <u>Reg. Hwy. 2</u> Kingston Rd. from Salem Rd. to Galea Dr.</p> <p>Ajax 0.5 km</p>
<b>RELATED PROJECTS</b>

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition		1,800.000										1,800.000
Utility Relocation												0.000
Construction												0.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	1,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,800.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES		1,113.840										1,113.840
NEW COMMERCIAL DEV. CHARGES*		163.800										163.800
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE		522.360										522.360
ROADS REHAB RESERVE FUND												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	1,800.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,800.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

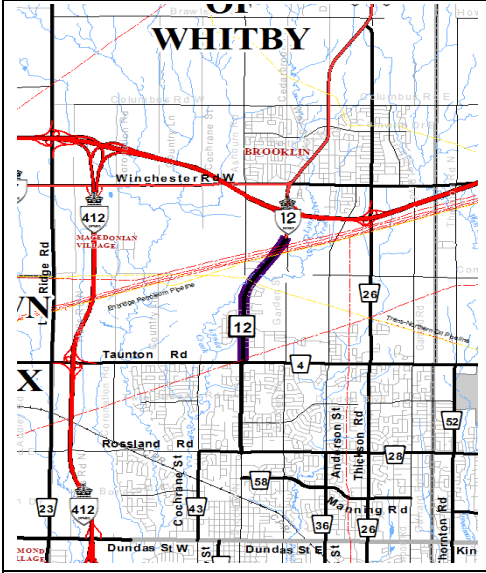
Property requirements related to potential PTIF Phase 2 project along Highway 2 that would add bus only and cycling lanes to the transportation network.



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	
<b>BUDGET ITEM NO. 108</b>	
Program No. R1623	
Reg. Hwy. 12	
Baldwin St. from north of Taunton Rd. to north of Garden St.	
Whitby	3.0 km

RELATED PROJECTS




BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	500.000											500.000
Environmental Assessment		500.000										0.000
Engineering/Design			500.000									500.000
Property Acquisition				1,400.000								1,400.000
Utility Relocation					13,000.000							13,000.000
Construction												0.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	<b>500.000</b>	<b>500.000</b>	<b>500.000</b>	<b>1,400.000</b>	<b>13,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>15,900.000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES	299.200	299.200	299.200	837.760	7,779.200							9,514.560
NEW COMMERCIAL DEV. CHARGES*	44.000	44.000	44.000	123.200	1,144.000							1,399.200
NEW INSTITUTIONAL DEV. CHARGES*			17.600	49.280	457.600							524.480
NEW INDUSTRIAL DEV. CHARGES*			79.200	221.760	2,059.200							2,360.160
GENERAL LEVY												0.000
ROADS CAPITAL RESERVE	156.800	156.800	60.000	168.000	1,560.000							2,101.600
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	<b>500.000</b>	<b>500.000</b>	<b>500.000</b>	<b>1,400.000</b>	<b>13,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>15,900.000</b>



\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

NEED/EXPLANATION OF PROJECT
Widen road from 2 to 4/5 lanes.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2019	2020	2021	2022	2023	2024	2025	2026	2027			
<b>BUDGET ITEM NO. 110</b>														
Program No. R1826 Reg. Hwy 47 Region Hwy 47 / Concession 6 Intersection  Uxbridge														
<b>RELATED PROJECTS</b>														
														
<b>EXPENDITURES:</b>														
Total Prior Budget Allocations	0.000												0.000	
Environmental Assessment		50.000											50.000	
Engineering/Design			100.000										100.000	
Property Acquisition				50.000									50.000	
Utility Relocation					100.000								100.000	
Construction						1,200.000							1,200.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	0.000	50.000	100.000	50.000	100.000	1,200.000	0.000	0.000	0.000	0.000	0.000	0.000	1,500.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES		30.600	61.200	30.600	61.200	734.400							918.000	
NEW COMMERCIAL DEV. CHARGES*		4.500	9.000	4.500	9.000	108.000							135.000	
NEW INSTITUTIONAL DEV. CHARGES*			3.600	1.800	3.600	43.200							52.200	
NEW INDUSTRIAL DEV. CHARGES*			16.200	8.100	16.200	194.400							234.900	
GENERAL LEVY													0.000	
ROADS CAPITAL RESERVE		14.900	10.000	5.000	10.000	120.000							159.900	
OTHER													0.000	
<b>TOTAL ATTRIBUTION</b>	0.000	50.000	100.000	50.000	100.000	1,200.000	0.000	0.000	0.000	0.000	0.000	0.000	1,500.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Intersection modifications.														

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 111</b>													
<b>Program No. M1853</b> Miscellaneous Road and Storm Sewer Reconstruction Projects													
<b>RELATED PROJECTS</b>													
Clarington: Reg. Hwy 2, Graham Creek slope stabilization Clarington: Reg. Rd. 57, Longworth Ave. to Nash Rd., paved shoulders													
 													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	350.000	350.000	450.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	4,000.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	350.000	350.000	450.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	4,000.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	350.000	350.000	450.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	4,000.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	350.000	350.000	450.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	400.000	4,000.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Clarington: Reg. Hwy 2, Graham Creek slope stabilization, Reg. Rd. 57, Longworth Ave. to Nash Rd. paved shoulders													



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 114</b>													
Program No. R1899 Road Resurfacing/Rehabilitation Other Locations													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	5,920.000	350.000	2,602.000	0.000	21,257.000	31,885.000	34,461.500	32,229.500	34,877.000	34,645.500	28,745.500	221,053.000	
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	5,920.000	350.000	2,602.000	0.000	21,257.000	31,885.000	34,461.500	32,229.500	34,877.000	34,645.500	28,745.500	221,053.000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE													0.000
ROADS REHAB RESERVE FUND	5,920.000	350.000	2,602.000	0.000	21,257.000	31,885.000	34,461.500	32,229.500	34,877.000	34,645.500	28,745.500	221,053.000	
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	5,920.000	350.000	2,602.000	0.000	21,257.000	31,885.000	34,461.500	32,229.500	34,877.000	34,645.500	28,745.500	221,053.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 115</b>													
<b>Program No. M1854</b>													
Bridge and Pavement Management Program													
<b>RELATED PROJECTS</b>													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.00
Engineering/Design													0.00
Property Acquisition													0.00
Utility Relocation													0.00
Construction	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	2,500.00
Contingency													0.00
Other													0.00
<b>TOTAL EXPENDITURES</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>2,500.00</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.00
NEW RESIDENTIAL DEV. CHARGES	153.00	153.00	153.00	153.00	153.00	153.00	153.00	153.00	153.00	153.00	153.00	153.00	1,530.00
NEW COMMERCIAL DEV. CHARGES*	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	22.50	225.00
NEW INSTITUTIONAL DEV. CHARGES*			9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	81.00
NEW INDUSTRIAL DEV. CHARGES*			40.50	40.50	40.50	40.50	40.50	40.50	40.50	40.50	40.50	40.50	364.50
GENERAL LEVY	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	250.00
ROADS CAPITAL RESERVE	49.50	49.50											49.50
OTHER													0.00
<b>TOTAL ATTRIBUTION</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>250.00</b>	<b>2,500.00</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for annual inventory updates and needs analysis(Structures portion to include biennial OSIM inspections, enhanced inspections, structural support services)													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 116</b>													
<b>Program No. M1821</b>													
Signal Installation Program													
<b>SUB-PROGRAMS</b>													
<u>New Signal Installations/Rebuilds:</u> \$1,000													
Design and construction of new traffic signals and rebuilds - locations TBD from signal warrant program	1,600.000	1,600.000	1,650.000	1,700.000	1,700.000	1,700.000	1,700.000	1,755.000	1,755.000	1,755.000	1,755.000	1,755.000	17,125.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	1,600.000	1,600.000	1,650.000	1,700.000	1,700.000	1,700.000	1,700.000	1,755.000	1,755.000	1,755.000	1,755.000	1,755.000	17,125.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	979.200	979.200	1,009.800	1,040.400	1,040.400	1,040.400	1,040.400	1,074.060	1,074.060	1,074.060	1,074.060	1,074.060	10,480.500
NEW COMMERCIAL DEV. CHARGES*	144.000	144.000	148.500	153.000	153.000	153.000	153.000	157.950	157.950	157.950	157.950	157.950	1,541.250
NEW INSTITUTIONAL DEV. CHARGES*			59.400	61.200	61.200	61.200	63.180	63.180	63.180	63.180	63.180	63.180	558.900
NEW INDUSTRIAL DEV. CHARGES*			267.300	275.400	275.400	275.400	284.310	284.310	284.310	284.310	284.310	284.310	2,515.050
GENERAL LEVY	160.000	160.000	165.000	170.000	170.000	170.000	175.500	175.500	175.500	175.500	175.500	175.500	1,712.500
ROADS CAPITAL RESERVE	316.800	316.800											316.800
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	1,600.000	1,600.000	1,650.000	1,700.000	1,700.000	1,700.000	1,700.000	1,755.000	1,755.000	1,755.000	1,755.000	1,755.000	17,125.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
New traffic signals, rebuilds and underground infrastructure modifications.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 117</b>													
<b>Program No. M1822</b>													
Signal Modernization Program													
<b>SUB-PROGRAMS</b>													
<u>Operational Modifications</u>													
- Controller Replacements													
- Advance Phasing Requests													
- Pedestrian Button Replacement													
- Countdown Pedestrian Signal													
- Miscellaneous													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	1,350.000	1,270.000	1,390.000	1,430.000	1,220.000	1,070.000	1,070.000	1,120.000	1,120.000	1,070.000	1,070.000	11,830.000	
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	1,350.000	1,270.000	1,390.000	1,430.000	1,220.000	1,070.000	1,070.000	1,120.000	1,120.000	1,070.000	1,070.000	11,830.000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	1,350.000	1,270.000	1,390.000	1,430.000	1,220.000	1,070.000	1,070.000	1,120.000	1,120.000	1,070.000	1,070.000	11,830.000	
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	1,350.000	1,270.000	1,390.000	1,430.000	1,220.000	1,070.000	1,070.000	1,120.000	1,120.000	1,070.000	1,070.000	11,830.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Operational modifications and life-cycle upgrades.													



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 118</b>													
<b>Program No. T1846</b>													
Accessible Pedestrian Signal (APS) Installation Program													
<b>SUB-PROGRAMS</b>													
Modifications at 5-8 traffic signal locations to improve accessibility along exterior paths of travel	500.000	500.000	600.000	600.000	750.000	750.000	750.000	750.000	750.000	750.000	750.000	750.000	6,950.000
<b>TOTAL EXPENDITURES</b>	500.000	500.000	600.000	600.000	750.000	750.000	750.000	750.000	750.000	750.000	750.000	750.000	6,950.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	500.000	500.000	600.000	600.000	750.000	750.000	750.000	750.000	750.000	750.000	750.000	750.000	6,950.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	500.000	500.000	600.000	600.000	750.000	750.000	750.000	750.000	750.000	750.000	750.000	750.000	6,950.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Audible buttons and infrastructure modifications to conform with AODA. The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) became Ontario legislation with the goal of creating standards to improve accessibility across the province. The Act was passed into law to ensure a barrier free Ontario by 2025. The Accessible Customer Service Standard (ACCS) details specific requirements for all service providers who must deliver their service in a way that preserves the dignity and independence of people with disabilities.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 119</b>													
<b>Program No. T1841</b>													
Advance Traffic Management Systems (ATMS) Upgrades													
<b>SUB-PROGRAMS</b>													
Upgrade ATMS Hardware and Software													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	320.000	100.000	1,060.000	100.000	100.000	100.000	100.000	150.000	100.000	230.000	100.000	140.000	2,180.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	<b>320.000</b>	<b>100.000</b>	<b>1,060.000</b>	<b>100.000</b>	<b>100.000</b>	<b>100.000</b>	<b>100.000</b>	<b>150.000</b>	<b>100.000</b>	<b>230.000</b>	<b>100.000</b>	<b>140.000</b>	<b>2,180.000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	320.000	100.000	1,060.000	100.000	100.000	100.000	100.000	150.000	100.000	230.000	100.000	140.000	2,180.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	<b>320.000</b>	<b>100.000</b>	<b>1,060.000</b>	<b>100.000</b>	<b>100.000</b>	<b>100.000</b>	<b>100.000</b>	<b>150.000</b>	<b>100.000</b>	<b>230.000</b>	<b>100.000</b>	<b>140.000</b>	<b>2,180.000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
System replacement, display wall upgrades, infrastructure modifications.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 120</b>													
<b>Program No. M1852</b>													
Road Safety Program													
<b>RELATED PROJECTS</b>													
System Upgrades and Modifications at potentially 24 locations (2.2 km)													
Road Safety Engineering Studies													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	600.000	600.000	650.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	6,850.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	600.000	600.000	650.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	6,850.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	600.000	600.000	650.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	6,850.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	600.000	600.000	650.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	700.000	6,850.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
New installations and upgrades of guide rail systems. Road Safety Strategic Plan.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 121</b>													
<b>Program No. T1840</b>													
Intelligent Transportation System Projects													
<b>RELATED PROJECTS</b>													
Roadway Event Management System													0.000
Durham Traffic Watch Website													0.000
Bluetooth Travel Time Expansion													0.000
Traffic Signal Responsive & Adaptive Control													0.000
Communication Infrastructure													0.000
CCTV Expansion													0.000
Engineering & Field Services													0.000
Road Performance Index													0.000
New/Upgrades to ITS Applications/Processes													0.000
<b>TOTAL EXPENDITURES</b>	650.000	735.000	910.000	760.000	760.000	780.000	810.000	700.000	700.000	630.000	610.000	7,395.000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES*	397.800	449.820	556.920	465.120	465.120	477.360	495.720	428.400	428.400	385.560	373.320	4,525.740	
NEW COMMERCIAL DEV. CHARGES*	58.500	66.150	81.900	68.400	68.400	70.200	72.900	63.000	63.000	56.700	54.900	665.550	
NEW INSTITUTIONAL DEV. CHARGES*			32.760	27.360	27.360	28.080	29.160	25.200	25.200	22.680	21.960	239.760	
NEW INDUSTRIAL DEV. CHARGES*			147.420	123.120	123.120	126.360	131.220	113.400	113.400	102.060	98.820	1,078.920	
GENERAL LEVY	65.000	73.500	91.000	76.000	76.000	78.000	81.000	70.000	70.000	63.000	61.000	739.500	
ROADS CAPITAL RESERVE	128.700	145.530										145.530	
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	650.000	735.000	910.000	760.000	760.000	780.000	810.000	700.000	700.000	630.000	610.000	7,395.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Traveler Information, Integration, Traffic & Emergency Management													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 122</b>													
<b>Program No. T1850</b>													
Uninterruptible Power Supply (UPS) Installation Program													
<b>RELATED PROJECTS</b>													
Installation of Uninterruptible Power Supplies (UPS) at 10 - 15 critical intersections to ensure continuous operation of traffic control signals in the event of a power disruption													
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction	0.000	150.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	2,400.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	0.000	150.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	2,400.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY	0.000	150.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	2,400.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	0.000	150.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	250.000	2,400.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Annual installation program developed based on a priority criteria matrix.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
BUDGET ITEM NO. 123  Program No. M1855 Miscellaneous Engineering Activities			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>EXPENDITURES:</b>													
Environmental Assessment													0.000
Engineering/Design	400.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	4,500.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction													0.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	400.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	4,500.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	275.400	275.400	275.400	275.400	275.400	275.400	275.400	275.400	275.400	275.400	275.400	275.400	2,754.000
NEW COMMERCIAL DEV. CHARGES*	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	40.500	405.000
NEW INSTITUTIONAL DEV. CHARGES*			16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	145.800
NEW INDUSTRIAL DEV. CHARGES*			72.900	72.900	72.900	72.900	72.900	72.900	72.900	72.900	72.900	72.900	656.100
GENERAL LEVY	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	45.000	450.000
ROADS CAPITAL RESERVE	89.100	89.100											89.100
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	450.000	4,500.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for growth related staff and consultant engineering work required at locations not identified in current capital program.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 124</b>													
Program No. M1828 Miscellaneous Property Acquisition													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition	100.000	98.290	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	998.290
Utility Relocation													0.000
Construction													0.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	100.000	98.290	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	998.290
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	61.200	60.153	61.200	61.200	61.200	61.200	61.200	61.200	61.200	61.200	61.200	61.200	610.953
NEW COMMERCIAL DEV. CHARGES*	9.000	8.846	9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000	89.846
NEW INSTITUTIONAL DEV. CHARGES*			3.600	3.600	3.600	3.600	3.600	3.600	3.600	3.600	3.600	3.600	32.400
NEW INDUSTRIAL DEV. CHARGES*	16.200		16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	16.200	145.800
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	13.600	29.291	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	10.000	119.291
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	100.000	98.290	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	100.000	998.290
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for growth related land purchases at locations not identified in current capital program.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 125</b>													
Program No. M1829 Miscellaneous Landscaping Projects													
<b>RELATED PROJECTS</b>													
<b>TOTAL EXPENDITURES</b>	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	1,500.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	91.800	91.800	91.800	91.800	91.800	91.800	91.800	91.800	91.800	91.800	91.800	91.800	918.000
NEW COMMERCIAL DEV. CHARGES*	13.500	13.500	13.500	13.500	13.500	13.500	13.500	13.500	13.500	13.500	13.500	13.500	135.000
NEW INSTITUTIONAL DEV. CHARGES*			5.400	5.400	5.400	5.400	5.400	5.400	5.400	5.400	5.400	5.400	48.600
NEW INDUSTRIAL DEV. CHARGES*			24.300	24.300	24.300	24.300	24.300	24.300	24.300	24.300	24.300	24.300	218.700
GENERAL LEVY	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	150.000
ROADS CAPITAL RESERVE	29.700	29.700											29.700
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	1,500.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for boulevard enhancements (i.e. tree planting).													



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 126</b>													
<b>Program No. R1009</b>													
Transportation Master Plan Studies													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction													0.000
Contingency	1,700.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	150.000	500.000	150.000	150.000	3,550.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	<b>1,700.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>500.000</b>	<b>150.000</b>	<b>150.000</b>	<b>3,550.000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	1,156.000	102.000	102.000	102.000	102.000	102.000	102.000	102.000	102.000	340.000	102.000	102.000	2,414.000
NEW COMMERCIAL DEV. CHARGES*	170.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	15.000	50.000	15.000	15.000	355.000
NEW INSTITUTIONAL DEV. CHARGES*			6.000	6.000	6.000	6.000	6.000	6.000	6.000	20.000	6.000	6.000	68.000
NEW INDUSTRIAL DEV. CHARGES*			27.000	27.000	27.000	27.000	27.000	27.000	27.000	90.000	27.000	27.000	306.000
GENERAL LEVY	352.000												352.000
ROADS CAPITAL RESERVE	22.000	33.000											55.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	<b>1,700.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>150.000</b>	<b>500.000</b>	<b>150.000</b>	<b>150.000</b>	<b>3,550.000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance to address TMP recommended actions and TMP updates.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 127</b>													
<b>Program No. M1830</b>													
Contingencies (Development Related)													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0.000
Engineering/Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction													0.000
Contingency	261.000	1,000.000	300.000	300.000	300.000	300.000	300.000	300.000	300.000	300.000	300.000	300.000	3,700.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	<b>261.000</b>	<b>1,000.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>3,700.000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES	159.732	612.000	183.600	183.600	183.600	183.600	183.600	183.600	183.600	183.600	183.600	183.600	2,264.400
NEW COMMERCIAL DEV. CHARGES*	23.490	90.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000	27.000	333.000
NEW INSTITUTIONAL DEV. CHARGES*			10.800	10.800	10.800	10.800	10.800	10.800	10.800	10.800	10.800	10.800	97.200
NEW INDUSTRIAL DEV. CHARGES*			48.600	48.600	48.600	48.600	48.600	48.600	48.600	48.600	48.600	48.600	437.400
GENERAL LEVY													0.000
ROADS CAPITAL RESERVE	77.778	298.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	568.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	<b>261.000</b>	<b>1,000.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>300.000</b>	<b>3,700.000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													









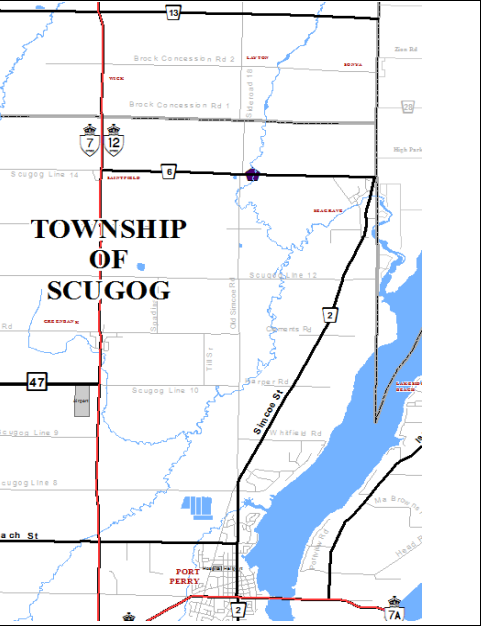






DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 144</b> Program No. R1626 Reg. Rd. 6 Saintfield Rd. Bridge, 4 km east of Highway 12 Scugog	<b>EXPENDITURES:</b>												
	Total Prior Budget Allocations	350.000											350.000
	Environmental Assessment												0.000
	Engineering/Design												0.000
	Property Acquisition		50.000										50.000
	Utility Relocation			50.000									50.000
	Construction				2,000.000								2,000.000
	Contingency												0.000
	Other												0.000
	<b>TOTAL EXPENDITURES</b>	<b>350.000</b>	<b>50.000</b>	<b>50.000</b>	<b>2,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2,450.000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS												0.000	
NEW RESIDENTIAL DEV. CHARGES												0.000	
NEW COMMERCIAL DEV. CHARGES*												0.000	
NEW INSTITUTIONAL DEV. CHARGES*												0.000	
NEW INDUSTRIAL DEV. CHARGES*												0.000	
GENERAL LEVY												0.000	
Structure Rehabilitation/Replacement Fund	350.000	50.000	50.000	2,000.000								2,450.000	
ROADS CAPITAL RESERVE												0.000	
OTHER												0.000	
<b>TOTAL ATTRIBUTION</b>	<b>350.000</b>	<b>50.000</b>	<b>50.000</b>	<b>2,000.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2,450.000</b>	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Replace bridge over Layton River.													



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 162**  
Program No. R1827  
Reg. Rd. 23  
White's Creek Bridge, 1.45 km North of Simcoe St.  
Brock

---

**RELATED PROJECTS**

---

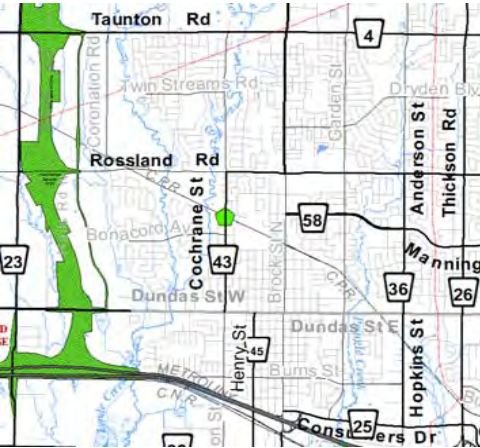
EXPENDITURES:	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)											
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	0.000											0.000
Environmental Assessment												0.000
Engineering/Design												0.000
Property Acquisition												0.000
Utility Relocation												0.000
Construction		550.000										550.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	0.000	550.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	550.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
Structure Rehabilitation/Replacement Fund		550.000										550.000
ROADS CAPITAL RESERVE												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	0.000	550.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	550.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

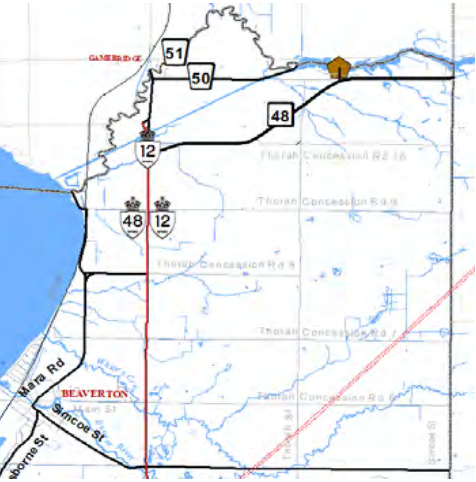
**NEED/EXPLANATION OF PROJECT**

Bridge rehabilitation.


DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 170</b>													
<b>Program No. R1420</b>													
Reg. Rd. 43													
Cochrane St. / C.P. Overpass, 0.7 km South of Rossland Rd.													
Whitby													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	3,650.000												3,650.000
Environmental Assessment													0.000
Engineering Design													0.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction		600.000											600.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	<b>3,650.000</b>	<b>600.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4,250.000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
Structure Rehabilitation/Replacement Fund	3,650.000	600.000											4,250.000
ROADS CAPITAL RESERVE													0.000
OTHER													0.000
<b>TOTAL ATTRIBUTION</b>	<b>3,650.000</b>	<b>600.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4,250.000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Bridge rehabilitation.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 174</b> Program No. R1631 Reg. Rd. 50 Trent Canal Overpass, 5.3 km east of Reg. Rd. 51 Brock													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	100.000												100.000
Environmental Assessment													0.000
Engineering/Design		100.000											100.000
Property Acquisition													0.000
Utility Relocation													0.000
Construction			1,500.000										1,500.000
Contingency													0.000
Other													0.000
<b>TOTAL EXPENDITURES</b>	100.000	100.000	1,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,700.000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0.000
NEW RESIDENTIAL DEV. CHARGES													0.000
NEW COMMERCIAL DEV. CHARGES*													0.000
NEW INSTITUTIONAL DEV. CHARGES*													0.000
NEW INDUSTRIAL DEV. CHARGES*													0.000
GENERAL LEVY													0.000
Structure Rehabilitation/Replacement Fund	50.000	50.000	750.000										850.000
ROADS CAPITAL RESERVE													0.000
OTHER	50.000	50.000	750.000										850.000
<b>TOTAL ATTRIBUTION</b>	100.000	100.000	1,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1,700.000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Bridge rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2019	2020	2021	2022	2023	2024	2025	2026	2027			
<b>BUDGET ITEM NO. 175</b> Program No. R1632 Reg. Rd. 51 Gamebridge Bridge, 0.1 km north of Portage Rd. Brock														
<b>RELATED PROJECTS</b>														
	Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other	460.000         2,550.000											460.000         2,550.000	
	<b>TOTAL EXPENDITURES</b>	460.000	2,700.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,160.000	
	<b>ATTRIBUTION:</b>													
	SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY Structure Rehabilitation/Replacement Fund ROADS CAPITAL RESERVE OTHER	         230.000 230.000	         1,350.000 1,350.000											0.000 0.000 0.000 0.000 0.000 0.000 1,580.000 0.000 1,580.000
	<b>TOTAL ATTRIBUTION</b>	460.000	2,700.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3,160.000	
	* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
	<b>NEED/EXPLANATION OF PROJECT</b>													
	Bridge replacement/rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 180**  
Program No. R1728  
Reg. Rd. 57  
Robins Bridge, 0.77 km north of Taunton Rd.  
Clarington

---

**RELATED PROJECTS**

---

**MUNICIPALITY OF CL**

BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
EXPENDITURES:	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2019	2020	2021	2022	2023	2024	2025	2026	2027	
Total Prior Budget Allocations	50.000											50.000
Environmental Assessment		50.000										0.000
Engineering/Design												50.000
Property Acquisition												0.000
Utility Relocation												0.000
Construction				500.000								500.000
Contingency												0.000
Other												0.000
<b>TOTAL EXPENDITURES</b>	50.000	50.000	0.000	500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	600.000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0.000
NEW RESIDENTIAL DEV. CHARGES												0.000
NEW COMMERCIAL DEV. CHARGES*												0.000
NEW INSTITUTIONAL DEV. CHARGES*												0.000
NEW INDUSTRIAL DEV. CHARGES*												0.000
GENERAL LEVY												0.000
Structure Rehabilitation/Replacement Fund	50.000	50.000		500.000								600.000
ROADS CAPITAL RESERVE												0.000
OTHER												0.000
<b>TOTAL ATTRIBUTION</b>	50.000	50.000	0.000	500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	600.000

\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Bridge rehabilitation in conjunction with road rehabilitation.

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

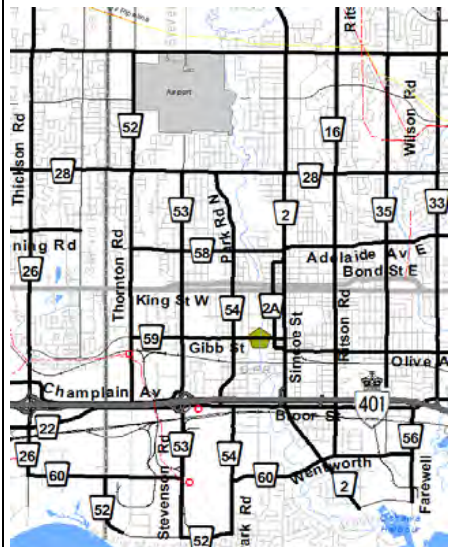
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)												
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>BUDGET ITEM NO. 181</b> Program No. R1633 Reg. Rd. 57 Burketon Overpass Bridge, 3.3 km south of Shirley Rd. Clarington	<b>EXPENDITURES:</b>												
	Total Prior Budget Allocations	350.000											350.000
	Environmental Assessment		100.000										100.000
	Engineering/Design			200.000									200.000
	Property Acquisition				50.000								50.000
	Utility Relocation					100.000							100.000
	Construction		200.000				2,500.000						2,700.000
	Contingency												0.000
	Other												0.000
	<b>TOTAL EXPENDITURES</b>	<b>350.000</b>	<b>300.000</b>	<b>200.000</b>	<b>50.000</b>	<b>100.000</b>	<b>2,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,500.000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS												0.000	
NEW RESIDENTIAL DEV. CHARGES												0.000	
NEW COMMERCIAL DEV. CHARGES*												0.000	
NEW INSTITUTIONAL DEV. CHARGES*												0.000	
NEW INDUSTRIAL DEV. CHARGES*												0.000	
GENERAL LEVY												0.000	
Structure Rehabilitation/Replacement Fund	350.000	300.000	200.000	50.000	100.000	2,500.000						3,500.000	
ROADS CAPITAL RESERVE												0.000	
OTHER												0.000	
<b>TOTAL ATTRIBUTION</b>	<b>350.000</b>	<b>300.000</b>	<b>200.000</b>	<b>50.000</b>	<b>100.000</b>	<b>2,500.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>3,500.000</b>	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
2018 Interim repairs. 2022 Bridge Replacement.													

DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

**PROJECT LOCATION & DESCRIPTION**

**BUDGET ITEM NO. 185**  
Program No. R1729  
Reg. Rd. 59  
Gibb St. Over Oshawa Creek Bridge, 0.4 km east of Park Rd.  
Oshawa

**RELATED PROJECTS**



EXPENDITURES:	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2019	2020	2021	2022	2023	2024	2025	2026	2027			
Total Prior Budget Allocations	200.000												200.000	
Environmental Assessment													0.000	
Engineering/Design													0.000	
Property Acquisition													0.000	
Utility Relocation		75.000											75.000	
Construction			2,000.000										2,000.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	200.000	75.000	2,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,275.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES														0.000
NEW COMMERCIAL DEV. CHARGES*														0.000
NEW INSTITUTIONAL DEV. CHARGES*														0.000
NEW INDUSTRIAL DEV. CHARGES*														0.000
GENERAL LEVY														0.000
Structure Rehabilitation/Replacement Fund	200.000	75.000	2,000.000											2,275.000
ROADS CAPITAL RESERVE														0.000
OTHER														0.000
<b>TOTAL ATTRIBUTION</b>	200.000	75.000	2,000.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,275.000	


\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.

**NEED/EXPLANATION OF PROJECT**

Bridge rehabilitation.



DRAFT 2018 CAPITAL BUDGET  
PROJECT DETAIL (\$000'S)

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION (\$000'S)													
	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2019	2020	2021	2022	2023	2024	2025	2026	2027			
<b>BUDGET ITEM NO. 187</b> Program No. R1635 Reg. Hwy 47 Uxbridge Brook Culvert Uxbridge														
<b>RELATED PROJECTS</b>														
														
<b>EXPENDITURES:</b>														
Total Prior Budget Allocations	250.000												250.000	
Environmental Assessment													0.000	
Engineering/Design													0.000	
Property Acquisition													0.000	
Utility Relocation													0.000	
Construction		2,500.000											2,500.000	
Contingency													0.000	
Other													0.000	
<b>TOTAL EXPENDITURES</b>	250.000	2,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,750.000	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0.000
NEW RESIDENTIAL DEV. CHARGES														0.000
NEW COMMERCIAL DEV. CHARGES*														0.000
NEW INSTITUTIONAL DEV. CHARGES*														0.000
NEW INDUSTRIAL DEV. CHARGES*														0.000
GENERAL LEVY														0.000
Structure Rehabilitation/Replacement Fund	250.000	2,500.000												2,750.000
ROADS CAPITAL RESERVE														0.000
OTHER														0.000
<b>TOTAL ATTRIBUTION</b>	250.000	2,500.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	2,750.000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Replace stone masonry arch culvert. Project construction timing will be coordinated with the Town of Uxbridge downtown storm water channel project.														

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
1	Reg. Rd. 1 Brock Rd. from Bayly St. to Kingston Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R0708	1.1	2.0	4,053	450											4,053 0 0 0 0 450 4,503	Surface asphalt and replace sections of median from north of Hwy 401 to south of Kingston Rd.
2	Reg. Rd. 1 Brock Rd. from Finch Ave. to Taunton Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		1.3	4.3	0						1,000		2,000		2,000	35,000	0 0 1,000 2,000 2,000 35,000 40,000	Widen road from 5 to 7 lanes to add HOV lanes, including structure widening.
3	Reg. Rd. 1 Brock Rd. from Taunton Rd. to 5th Concession Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R0701	1.4 1.1	1.7	2,850	150 390	10,150										2,850 0 0 0 150 10,540 13,540	2018: Advanced construction works. 2019: Widen road from 2 to 4 lanes including intersection modifications at Brock Rd. and Taunton Rd.
4	Reg. Rd. 1 Brock Rd. / 7th Concession Rd. Intersection Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		1.2	N/A	0			150	100	150	2,300						0 0 150 100 150 2,300 2,700	Intersection modifications.
5	Reg. Rd. 1 Brock Rd. / Goodwood Rd. Intersection Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1701	1.3	N/A	300			100	100	2,500							300 0 0 100 100 2,500 3,000	Reconstruct and modify intersection.
6	Reg. Rd. 1 Conc. Rd. 7 from Reg. Rd. 11 to 0.4 km north of Ashworth Rd. Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1501	0.10	2.5	700			4,000									700 0 0 0 0 4,000 4,700	Road rehabilitation/reconstruction.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
7	Reg. Rd. 1 Conc. Rd. 7 from Foster Dr. to south limit of Leaskdale Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1702	0.10	1.4		430											430 0 50 200 100 4,800 5,580	Road rehabilitation/reconstruction.
8	Reg. Rd. 2A & 2 Centre St. from King St. to Brock St. West and Simcoe St. from Brock St. West to Elgin St. East Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1601	0.10	0.7		400											400 0 50 0 150 4,800 5,400	Road reconstruction.  Associated Works Water Supply - \$850,000 Sanitary Sewer - \$925,000
9	Reg. Rd. 2 Simcoe St. from north of Conlin Rd. to Winchester Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1201	2.1	2.0		10,200											10,200 0 500 0 500 9,000 20,200	Widen road from 2 to 5 lanes. Tender in 2018 for construction in 2019.
10	Reg. Rd. 2 Simcoe St. from south of King St. to south of Greenway Blvd. Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog		2.2	0.6		0			50	200		200		400		400	0 250 200 400 400 3,000 4,250	Widen from 2 to 3 lanes.
11	Reg. Rd. 2 Simcoe St. from Beech St. to Reach St. (Reg. Rd. 8). Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog	R1602	0.10	0.3		250											250 0 0 0 0 2,500 2,750	Road rehabilitation including intersection modifications at Regional Road 8 and road rehabilitation from Bigelow St. to Simcoe St.
12	Reg. Rd. 3 Winchester Rd. from Baldwin St. to Garrard Rd. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R0802	3.1	2.4		12,246											12,246 0 0 0 200 6,900 19,346	Widen to 3/4 lanes from Baldwin St. to Anderson St. including structure widening.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
13	Reg_Rd_3 Grandview St. N. from Hwy 407 to Columbus Rd. E. and Columbus Rd. E. from Grandview St. N. to Townline Rd. N. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1703	O.10	1.8		100											100 0 110 250 200 <u>2,600</u> 3,260	Road rehabilitation/reconstruction.
14	Reg_Rd_3 Columbus Rd. E. from Townline Rd. N. to Enfield Rd. (Reg. Rd. 34) Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1708	O.10	2.0		100											100 0 50 150 100 <u>4,000</u> 4,400	Road rehabilitation/reconstruction.
15	Reg_Rd_3 Region Road 3 (Concession 8) / Region Road 57 Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1603	1.45	N/A		800											800 0 0 0 300 <u>1,500</u> 2,600	Reconstruct to roundabout.
16	Reg_Rd_4 Taunton Rd. from York Durham Line to west of Twelvetees Bridge Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		4.1	3.4		0											0 0 500 1,000 1,000 <u>18,000</u> 20,500	Widen from 4 to 6 lanes to add HOV lanes.
17	Reg_Rd_4 Taunton Rd. from Peter Matthews Dr. to Brock Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		4.2	2.6		0											0 0 500 500 1,000 <u>16,000</u> 18,000	Widen from 4 to 6/7 lanes to add HOV lanes.
18	Reg_Rd_4 Taunton Rd. from Brock Rd. to Brock St./Hwy 12. Pickering/Ajax/Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering Ajax Whitby		4.3	11.5		0											0 1,000 0 0 0 <u>0</u> 1,000	Beyond forecast widen from 5 to 7 lanes to add HOV lanes including structure widening.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
19	Reg. Rd. 4 Taunton Rd. / Anderson St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1801	1.9	N/A		0  100		100	800								0 0 100 0 100 800 <b>1,000</b>	Intersection modifications.
20	Reg. Rd. 4 Taunton Rd. from east of Townline Rd. to west of Enfield Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1733	0.11	1.7		433  140 100		200	4,000								433 0 0 140 100 4,200 <b>4,873</b>	Road rehabilitation from east of Townline Rd. to west of Enfield Rd.
21	Reg. Rd. 4 Taunton Rd. / Courtice Rd. Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1709	1.12	N/A		200  100		300	200	3,000							200 0 0 100 300 3,200 <b>3,800</b>	Reconstruct and modify intersection.
22	Reg. Rd. 4 Taunton Rd. from 0.4 km west of Solina Rd. to 0.2 km west of Reg. Rd. 57 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1608	0.10	4.6		450  120 100 100		3,000	100 200 3,100	100 200 3,300							450 0 120 300 500 9,400 <b>10,770</b>	Road rehabilitation. 2019: West of Holt Rd. to Maple Grove Rd. 2020: East of Solina Rd. to Hwy 418 2021: East of Trulls Rd. to west of Courtice Rd. and from Maple Grove Rd. to 0.2 km west of Reg. Rd. 57 including rehabilitation/widening of bridge 0.2 km west of Old Scugog Rd.
23	Reg. Rd. 4 Taunton Rd. / Region Rd.57 Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1609	1.13	N/A		730  50 250 300		300	6,700								730 0 50 250 300 7,000 <b>8,330</b>	Reconstruct and modify intersection and replace and widen bridge on west leg of intersection.
24	Reg. Rd. 4 Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		1.14	N/A		0		50	160	200	100	1,700					0 50 160 200 100 1,700 <b>2,210</b>	Reconstruct and modify intersection.



ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
31	Reg. Rd. 13 Zephyr Rd. from Conc. 5 to 0.7 km east of Conc. 5 Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1509	O.10	0.7		635											635 0 0 0 175 690 <u>1,500</u>	Road rehabilitation/reconstruction.
32	Reg. Rd. 13 3rd Concession from Lake Ridge Rd. to 1.5 km west of Highway 7/12 Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock	R0901	O.9 1.20	3.9		9,535											9,535 0 0 0 0 685 3,800 8,800 13,285 <u>22,820</u>	Road rehabilitation/reconstruction including modifications to the profile and modifications to the Lake Ridge Rd. intersection. Phase I: 2018 intersection modifications at Reg. Rd. 13/23. Phase II: 2019 road reconstruction from east of Lake Ridge Rd. to west of Sideroad 17 Phase III: 2020 road reconstruction from west of Sideroad 17 to 1.5km west of Hwy 7/12
33	Reg. Rd. 14 Liberty St. from Baseline Rd. to King St. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R0503	14.1	1.1		656											656 0 0 400 400 6,300 <u>6,300</u> <u>7,756</u>	Widen road from 2 to 3 lanes.  <u>Associated Works</u> Water Supply - \$1,700,000 Sanitary Sewage - \$1,750,000.
34	Reg. Rd. 14 Liberty St. from Longworth Ave. to Concession Rd. 3 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1717	O.10 1.99	0.8		400											400 50 100 200 300 300 4,700 <u>4,700</u> <u>5,750</u>	Road rehabilitation including signalization and modifications to the Concession Rd. 3 intersection.
35	Reg. Rd. 16 Ritson Rd. / Beatrice St. Intersection Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		1.15	N/A		0											0 0 100 250 50 700 <u>700</u> <u>1,100</u>	Intersection modifications.
36	Reg. Rd. 16 Ritson Rd. from north of Taunton Rd. to Conlin Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1803	16.1	2.0		0	500										0 500 500 100 100 12,800 <u>12,800</u> <u>14,000</u>	Widen road from 2/3 to 5 lanes.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2019	2020	2021	2022	2023	2024	2025	2026	2027		
37	Reg. Rd. 17 Region Rd. 17, from north of CPR to Concession Rd. 3 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		17.1	1.5	0											500	Beyond forecast construct new alignment and widen road from 2 to 3 lanes
																		0 500 0 0 0 0 500
38	Reg. Rd. 17 Main St. from Winter Rd. to Station St. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		0.10	1.6	0				100	100	300	2,000					Road rehabilitation/reconstruction.
																		0 0 100 100 300 2,000 2,500
39	Reg. Rd. 19 Shirley Rd. from 0.5 km east of Graham Rd. to Old Scugog Rd. Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog		0.10	5.8	0				200	200	200	200	100	100	6,000		Road reconstruction.
																		0 0 200 600 200 6,000 7,000
40	Reg. Rd. 20 Durham Road 20 from 250 m East of Regional Road 57 to West of Middle Road Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1808	0.10	1.35	0	961											Road rehabilitation/reconstruction.
																		0 0 0 0 0 961 961
41	Reg. Rd. 22 Bayly St. / Sandy Beach Rd. Intersection Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		1.19	N/A	0				150	100	100	700					Intersection modifications.
																		0 0 150 100 100 700 1,050
42	Reg. Rd. 22 Bayly St. from Brock Rd. to Westney Rd. Pickering/Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering /Ajax		22.1	2.7	0							500	500	500	1,000		Beyond forecast widen from 5 to 7 lanes including structure widening.
																		0 500 500 500 1,000 0 2,500



ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
43	Reg. Rd. 22 Bayly St. / Church St. Intersection Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R1611	1.88 0.10	0.7		300  100 250		450		6,600							300 0 100 250 450 6,600 7,700	Intersection modifications including widening Bayly St. to 7 lanes and road rehabilitation from 0.2 km east of Church St. to John Mills Bridge
44	Reg. Rd. 22 Bayly St. from Westney Rd. to Harwood Ave. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		22.2	1.4		0		400	400	400	250					13,000	0 400 400 400 250 13,000 14,450	Widen road from 5 to 7 lanes.
45	Reg. Rd. 22 Bayly St. from Harwood Ave. to Salem Rd. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		22.25	1		0									500		0 500 0 0 0 0 500	Beyond forecast widen road from 4 to 6 lanes.
46	Reg. Rd. 22 Victoria St. / Brock St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		1.51	N/A		0			220	300	200					3,600	0 0 220 300 200 3,600 4,320	Intersection modifications.
47	Reg. Rd. 22 Victoria St. from South Blair St. to west of Thicksen Rd. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1102	22.4	1.6		2,894											2,894 0 100 400 2,250 10,000 13,394	Construct new alignment and widen road to 5 lanes  <u>Associated Works</u> Water Supply - \$1,400,000 Sanitary Sewer - \$1,100,000 Feedermain - \$16,200,000
48	Reg. Rd. 22 Victoria St./Bloor St. from east of Thicksen Rd. to west of Stevenson Rd. Whitby / Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby/ Oshawa	R0803	22.5	1.8		1,850											1,850 0 0 0 900 9,000 11,750	Widen road from 2/3 to 4/5 lanes.  <u>Associated Works</u> Water Supply - \$12,500,000

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2019	2020	2021	2022	2023	2024	2025	2026	2027		
49	Reg. Rd. 22 Bloor St. from Ritson Rd. to Farewell St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		22.7	1												500	Beyond forecast widen road from 3 to 5 lanes.
																		0 500 0 0 0 0 500
50	Reg. Rd. 22 Bloor St. from east of Harmony Rd. to Grandview St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		22.8	1.0													Realignment and widen existing road to 4/5 lanes with new C.P. Rail grade separation and bridge crossing of Farewell Creek.  Associated Works Water Supply - \$2,150,000 (Grandview St. to Townline Rd. 2019 construction)
																		0 400 400 600 400 22,400 24,200
51	Reg. Rd. 22 Bloor St. from Prestonvale Rd. to Courtice Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		22.9	1.8													Widen road to 3 lanes and modify profile.  Associated Works Water Supply - Feedermain - \$5,600,000 (Townline Rd. to Trulls Rd.) Sanitary Sewer - Trunk Sewer \$57,600,000
																		0 300 200 300 400 12,000 13,200
52	Reg. Rd. 23 Lake Ridge Rd. from Bayly St. to Kingston Rd./Dundas St. Ajax / Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax/ Whitby	R0207	23.1	2.0		360											Widen from 2 to 4/5 lanes.
																		360 0 300 100 100 3,000 3,860
53	Reg. Rd. 23 Lake Ridge Rd. from Kingston Rd./Dundas St. to Rossland Rd. Ajax / Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax/ Whitby	R1809	23.2	2.0		0	300										Widen from 2 to 4/5 lanes.
																		0 300 200 300 400 7,600 8,800
54	Reg. Rd. 23 Lake Ridge Rd. from 1.6 km north of Hwy. 7 to Conc. 9 (Reg. Rd. 5) Pickering/Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering /Whitby	R1517	0.10	4.5		1,600											Road rehabilitation and intersection modifications.
																		1,600 0 0 0 0 9,000 10,600

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
55	Reg. Rd. 23 Lake Ridge Rd. from north of Reg. Rd. 5 to south of Chalk Lake Rd. Pickering/Whitby/Uxbridge/Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering /Whitby/ Uxbridge/ Scugog	R1718	0.10	3.7		150											150 0 0 150 100 4,500 <u>4,900</u>	Road rehabilitation.
56	Reg. Rd. 23 Lake Ridge Rd. from Chalk Lake Rd. to 1.5 km north of Chalk Lake Rd. Scugog/Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog/ Uxbridge	R1618	0.10	1.5		200											200 0 100 0 150 2,800 <u>3,250</u>	Road rehabilitation including intersection modifications at Chalk Lake Rd.
57	Reg. Rd. 26 Thickson Rd. from Wentworth St. to C.N. Rail Kingston Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R0710	26.1	0.8		400											400 0 0 100 200 3,300 <u>4,000</u>	Reconstruct and widen road to 4 lanes.  Associated Works Water Supply - \$205,000
58	Reg. Rd. 26 Thickson Rd. from Consumers Dr. to Dundas St. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		26.3	1.6		0			600		1,000	1,500	1,500	18,000			0 600 1,000 1,500 1,500 18,000 <u>22,600</u>	Widen from 5 to 7 lanes, including new structure.
59	Reg. Rd. 26 Thickson Rd. / Burns St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1810	1.88	N/A		0	50										0 0 50 0 50 600 <u>700</u>	Intersection modifications to include adding NB right turn lane, street lighting and AODA modifications.
60	Reg. Rd. 26 Thickson Rd. / Rossland Rd. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		1.22	N/A		0		150		100	150	3,500					0 0 150 100 150 3,500 <u>3,900</u>	Reconstruct and modify intersection.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
								2019	2020	2021	2022	2023	2024	2025	2026	2027				
61	<u>Reg. Rd. 26</u> Thickson Rd. from Taunton Rd. to Hwy 407 Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		26.5	4.2				500	500	500	1,000	18,800						0 500 500 500 1,000 18,800 21,300	Widen road to 4/5 lanes.
62	<u>Reg. Rd. 27</u> Altona Rd. from north of Strouds Lane to Finch Ave. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		27.2	1.5											500		0 500 0 0 0 0 500	Beyond forecast widen road from 2 to 3 lanes.	
63	<u>Reg. Rd. 28</u> Rossland Rd. / Cochrane St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		1.24	N/A			50	50	175								0 0 50 0 50 175 275	Intersection modifications.	
64	<u>Reg. Rd. 28</u> Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1619	112.1	N/A	1,080	70	200	6,500									1,080 0 0 70 0 6,700 7,850	Intersection modifications.	
65	<u>Reg. Rd. 28</u> Rossland Rd. / Garden St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1620	1.25	N/A	150	150		2,200									150 0 0 0 150 2,200 2,500	Intersection modifications at Garden St.	
66	<u>Reg. Rd. 28</u> Rossland Rd. from Ritson Rd. to Harmony Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1811	28.1	1.7		500	500	100	300	11,500							0 500 500 100 300 11,500 12,900	Widen road to 5 lanes, including structure widening.	

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2019	2020	2021	2022	2023	2024	2025	2026	2027		
67	Reg. Rd. 28 Rossland Rd. from Harmony Rd. to east of Townline Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R0804	28.2	1.5		100						500	500	500	25,000		Construct new alignment to 3 lanes, including new bridge crossing of Harmony Creek tributary
																		100 0 500 500 500 25,000 26,600
68	Reg. Rd. 29 Liverpool Rd. from Highway 401 to Kingston Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R1817	29.1	0.4		0	300	300	100	200	2,500						Widen from 5 to 6 lanes.
																		0 300 300 100 200 2,500 3,400
69	Reg. Rd. 30 York Durham Line from Wagg Rd. to Aurora Rd. Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1818	0.10	0.8		100		600									Road rehabilitation including slope stabilization.
																		0 0 100 0 0 600 700
70	Reg. Rd. 30 York Durham Line from Reg. Rd. 8 to Vivian Rd. Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1525	0.10 1.28 1.29	1.2		250		2,000									Road rehabilitation including intersection modifications at Region Rd. 8 and at Vivian Rd.
																		250 0 0 150 150 2,000 2,550
71	Reg. Rd. 31 Westney Rd. from Finley Ave. to Harwood Ave. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		0.10 1.31 1.32 1.33	0.95		0		250	100	300	4,800						Road rehabilitation including intersection modifications at Finley Ave., Monarch Ave., and Harwood Ave.
																		0 0 250 100 300 4,800 5,450
72	Reg. Rd. 31 Westney Rd. from Bayly St. to Hwy 401 Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		31.1	1.0		0	200			200	300	300	6,700				Widen from 5 to 7 lanes
																		0 200 200 300 300 6,700 7,700

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
								2019	2020	2021	2022	2023	2024	2025	2026	2027				
73	Reg. Rd. 31 Westney Rd. from Hwy 401 to south of Kingston Rd. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		31.2	0.9				200	300	300	350	4,600						0 200 300 300 350 4,600 5,750	Widen from 5 to 7 lanes, including structure widening and intersection modifications at Ritchie Ave.
74	Reg. Rd. 31 Westney Rd. from north of Rossland Rd. to Taunton Rd. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax	R1621	31.4	2.0	1,200													1,200 0 0 0 0 11,600 12,800	Widen road to 4 lanes.
75	Reg. Rd. 31 Westney Rd. from south to north of Greenwood Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R0805	31.5	2.4		650					400	1,500	500	10,000				650 0 400 1,500 500 10,000 13,050	Construct new 2 lane Greenwood by-pass.
76	Reg. Rd. 33 Harmony Rd. from Rossland Rd. to Taunton Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R0716	33.3	2.0	1,700		9,000											1,700 0 0 0 0 9,000 10,700	Widen road to 4/5 lanes.  <u>Associated Works</u> Water Supply - \$300,000 Sanitary Sewer - \$445,000
77	Reg. Rd. 33 Harmony Rd. from north of Coldstream Dr. to south of Conlin Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1723	33.4	1.0		500		5,400										0 0 0 0 500 0 5,400 5,900	Widen from 2/3 to 5 lanes from north of Coldstream Dr. to south of Conlin Rd.  <u>Associated Works</u> Water Supply - \$25,000 (2012), \$1,000,000 (2013) Sanitary Sewer - \$25,000 (2012), \$100,000 (2013)
78	Reg. Rd. 36 Hopkins St. Overpass Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R0807	401.3	0.9		385			500	400	400	13,800						385 0 500 400 400 13,800 15,485	Construct new Hopkins St. overpass.  <u>Associated Works</u> Water Supply - \$150,000

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS			
								2019	2020	2021	2022	2023	2024	2025	2026	2027					
79	Reg. Rd. 36 Hopkins St. from Consumers Dr. to Dundas St. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		36.1	(1.7)													13,500	15,300	Widen from 2 to 5 lanes, with new CPR grade separation.  <u>Associated Works</u> Water Supply - \$375,000 (2016), \$1,540,000 (2018) Sanitary Sewer - \$215,000	
						0														0 500 500 300 500 13,500 15,300	
80	Reg. Rd. 37 Finch Ave. from Altona Rd. to Brock Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		37.1	5.8															0 500 500 500 1,000 24,000 26,500	Widen from 2 to 3 lanes.
						0				500	500									0 500 500 500 1,000 24,000 26,500	
81	Reg. Rd. 38 Whites Rd. from Bayly St. to Kingston Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		38.1	0.7															0 500 0 0 0 500	Beyond forecast widen road from 5 to 6 lanes.
						0														0 500 0 0 0 500	
82	Reg. Rd. 38 Whites Rd. from north of Kingston Rd. to Finch Ave. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering		38.2	2.4															0 200 200 300 300 19,800 20,800	Widen road from 5 to 7 lanes, including structure replacement.
						0														0 200 200 300 300 19,800 20,800	
83	Reg. Rd. 41 Salem Rd. / Rossland Rd. Intersection Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		1.23	N/A															0 0 100 0 100 1,600 1,800	Intersection modifications.
						0														0 0 100 0 100 1,600 1,800	
84	Reg. Rd. 43 Cochrane St. from Ferguson St. to 0.4 km north of Vernon St. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1719	0.10	1.2															200 150 100 200 3,000 3,650	Road rehabilitation/reconstruction.  <u>Associated Works</u> Water Supply - \$935,000 Sanitary Sewer - \$690,000
						200	150	100	200											200 150 100 200 3,000 3,650	

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
85	Reg. Rd. 52 Thornton Rd. from north of Consumers Dr. extension to north of Gibb St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		52.1	0.7		0		500	500	300	500						0 500 500 300 500 8,000 9,800	Widen from 2 to 3 lanes, with new CPR grade separation.
86	Reg. Rd. 53 Stevenson Rd. / Phillip Murray Ave. Intersection Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		1.39	N/A		0				70	50	400					0 0 70 0 50 400 520	Intersection modifications.
87	Reg. Rd. 53 Stevenson Rd. from CPR Belleville to Bond St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1819	53.1	1.2		0	400	500	200	400	7,300						0 400 500 200 400 7,300 8,800	Widen road from 4 to 5 lanes.  <u>Associated Works</u> Water Supply - \$1,250,000 (Hwy 401 - Bond St.)
88	Reg. Rd. 53 Stevenson Rd. from Bond St. to Rossland Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1820	53.2	2.0		0	300			500	100	400	13,000				0 300 500 100 400 13,000 14,300	Widen road from 3/4 to 5 lanes.  <u>Associated Works</u> Water Supply - \$1,380,000 Sanitary Sewer - \$1,380,000
89	Reg. Rd. 55 Townline Rd. / Pebblestone Rd. Intersection Oshawa/Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa/ Clarington	R1622	1.41	N/A		400					150	1,100					400 0 0 0 150 1,100 1,650	Intersection modifications.
90	Reg. Rd. 55 Townline Rd. from Beatrice Rd. to Taunton Rd. Oshawa/Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa/ Clarington	R1821	0.10	0.9		0						100	500				0 50 50 0 100 500 700	Widen and urbanize road from 2 to 3 lanes.



ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2019	2020	2021	2022	2023	2024	2025	2026	2027		
91	Reg. Rd. 56 Farewell St. from Harbour Rd. to Bloor St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1720	0.10	1.6		200    150		3,450									Road rehabilitation/reconstruction.  Associated Works Water Supply - \$500,000
																		200 0 0 0 150 3,450 3,800
92	Reg. Rd. 57 Martin Rd. from Baseline Rd. to south of Reg. Hwy 2 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1721	57.1	1.7		900    400		15,400									Widen road to 4 lanes from Baseline Rd. to Hwy 2, including structure widening.
																		900 0 0 0 400 15,400 16,700
93	Reg. Rd. 57 Durham Rd. 57, from south of Reg. Hwy 2 to north of Stevens Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1309	57.1 1.42	0.5		1,350   120 210		5,500									Intersection modifications at Reg. Hwy. 2 and Stevens Rd.
																		1,350 0 0 120 210 5,500 7,180
94	Reg. Rd. 57 Durham Rd. 57, from north of Stevens Rd. to Nash Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		57.2	1.3					500	100		500	8,000				Widen road to 4 lanes from north of Stevens Rd. to Nash Rd.
																		0 0 500 100 500 8,000 9,100
95	Reg. Rd. 57 Region Rd. 57 from Taunton Rd. to Hwy 407 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1722	0.10	2.1		50   200		50									Road rehabilitation/reconstruction.
									1,500									50 0 200 0 50 1,500 1,800
96	Reg. Rd. 57 Region Rd. 57 from south of Conc. Rd. 3 to 0.13 km north of Conc. Rd. 4 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1520	0.10	2.2		600   100		8,300									Road rehabilitation/reconstruction.
																		600 0 0 100 0 8,300 9,000

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS			
								2019	2020	2021	2022	2023	2024	2025	2026	2027					
97	Reg. Rd. 57 Region Rd. 57 / Concession 7 Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		1.44	N/A				50	160	100	100			1,700					0 50 160 100 100 1,700 2,110	Intersection modifications.
98	Reg. Rd. 58 Manning Rd. / Brock St. Intersection Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1523	1.52	N/A		550		200	2,500										550 0 0 0 0 2,700 3,250	Intersection modifications.
99	Reg. Rd. 58 Manning Rd. / Adelaide Ave. Interconnection from Garrard Rd. to Thornton Rd. Whitby / Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby/ Oshawa	R0517	58.1	0.5		1,260		1,000	100		12,000								1,260 0 0 1,000 100 12,000 14,360	Construct new road to 3 lanes with new crossing of Corbett Creek.  <u>Associated Works</u> Water Supply - \$900,000
100	Reg. Rd. 58 Adelaide Ave. from Townline Rd. to Trulls Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R0806	58.2	2.0		600					500	5,000	250		22,000				600 0 500 5,000 250 22,000 28,350	Construct new bridge crossing of Farewell Creek and construct new 3 lane road.  <u>Associated Works</u> Sanitary Sewer - \$14,200,000
101	Reg. Rd. 59 Gibb St. from east of Stevenson Rd. to Simcoe St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R0604	59.1	1.4		7,000		850 2,000	400 1,000 500	1,100	9,150								7,000 0 1,250 3,000 1,100 9,650 22,000	PH I: 2019 Glazier Medical Centre parking lot reconstruction. PH II: 2021 widen road from 3 to 4 lanes.  <u>Associated Works</u> Water Supply - \$900,000 Sanitary Sewer - \$270,000
102	Reg. Rd. 59 Gibb St. / Olive Ave. Interconnection from Simcoe St. to Ritson Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R0116	59.2	1.0		6,586		1,000	1,000	500	700 550	950		9,200					6,586 0 700 3,050 950 9,200 20,486	Construct new road and widen existing from 2/3 to 4/5 lanes.  <u>Associated Works</u> Water Supply - \$175,000 Sanitary Sewer - \$175,000

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
103	Reg. Rd. 60 Wentworth St. from Simcoe St. to Farewell St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1823	O.10	1.5		100											0 0 100 0 0 2,500 2,600	Road rehabilitation/reconstruction.  Associated Works Water Supply - \$1,290,000
104	Reg. Hwy. 2 Kingston Rd. from Delta Blvd. to Merritton Rd. and Dixie Rd. to Liverpool Rd. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R1824	102.3	1.6		3,250											0 0 0 3,250 0 0 3,250	Property requirements related to potential PTIF Phase 2 projects along Highway 2 that would add bus only and cycling lanes to the transportation network.
105	Reg. Hwy. 2 Kingston Rd. from Salem Rd. to Galea Dr. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax	R1825	102.4	0.5		1,800											0 0 0 1,800 0 0 1,800	Property requirements related to potential PTIF Phase 2 project along Highway 2 that would add bus only and cycling lanes to the transportation network.
106	Reg. Hwy. 2 King St. from Townline Rd. to Courice Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		102.5	2.9		0					400		200			200	3,500 4,300	Modify corridor  Associated Works
107	Reg. Hwy. 2 King St. / Lambs Rd. Intersection Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		1.48	N/A		0	50	100	50	100							1,150 1,450	Intersection modifications.
108	Reg. Hwy 12 Baldwin St. from north of Taunton Rd. to north of Garden St. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1623	112.2	3.0		500	500	1,400	13,000								500 0 500 500 1,400 13,000 15,900	Widen road from 2 to 4/5 lanes.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS				
								2019	2020	2021	2022	2023	2024	2025	2026	2027						
109	Reg. Hwy 47 Region Hwy 47, from York/Durham Line to Goodwood Rd. Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge		147.1	3.4		0					500		500	500		1,000		10,000		0 500 500 500 1,000 10,000 <u>12,500</u>	Widen from 2 to 4 lanes with realignment at Goodwood.
110	Reg. Hwy 47 Region Hwy 47 / Concession 6 Intersection Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1826	1.99	N/A		0	50	100		50										0 50 100 50 100 1,200 <u>1,500</u>	Intersection modifications.
<b>Widenings, Reconstructions, Rehabilitations, New Connections and Intersection / Corridor Modifications Totals</b>						<b>80,083</b>	<b>69,771</b>	<b>79,150</b>	<b>99,340</b>	<b>74,495</b>	<b>69,700</b>	<b>67,700</b>	<b>75,850</b>	<b>84,200</b>	<b>84,200</b>	<b>99,000</b>	<b>883,489</b>					

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>Other Capital Program Items</b>																		
111	Miscellaneous Road and Storm Sewer Reconstruction Projects		M1853	O.9		350	350	450	400	400	400	400	400	400	400	400	4,000	Clarington: Reg. Hwy 2, Graham Creek slope stabilization Clarington: Reg. Rd. 57, Longworth Ave. to Nash Rd. paved shoulders
112	Road Resurfacing and Rehabilitation Preparatory Activities Allowance		R1897	O.10		439	350	350	350	350	350	350	350	350	350	350	3,500	Allowance for resurfacing/rehabilitation projects preparatory activities (design/property/utility relocation).
113	Road Resurfacing and Rehabilitation Program		R1798	O.10		1,000	0	2,648	2,830	2,843	2,965	2,689	3,221	2,673	2,905	2,905	25,677	
114	Road Resurfacing/Rehabilitation Other Locations		R1899	O.10		5,920	350	2,602	0	21,257	31,885	34,462	32,230	34,877	34,646	28,746	221,053	
115	Bridge and Pavement Management Program		M1854	O.1		250	250	250	250	250	250	250	250	250	250	250	2,500	Allowance for annual inventory updates and needs analysis (Structures portion to include biennial OSIM inspections, enhanced inspections, structural support services)
116	Signal Installation Program		M1821	1.99		1,600	1,600	1,650	1,700	1,700	1,700	1,755	1,755	1,755	1,755	1,755	17,125	New traffic signals, rebuilds and underground infrastructure modifications.
117	Signal Modernization Program		M1822	O.13		1,350	1,270	1,390	1,430	1,220	1,070	1,070	1,120	1,120	1,070	1,070	11,830	Operational modifications and life-cycle upgrades.
118	Accessible Pedestrian Signal (APS) Installation Program		T1846	O.13		500	500	600	600	750	750	750	750	750	750	750	6,950	Audible buttons and infrastructure modifications to conform with AODA.
119	Advance Traffic Management Systems (ATMS) Upgrades		T1841	O.13		320	100	1,060	100	100	100	150	100	230	100	140	2,180	System replacement, display wall upgrades, infrastructure modifications
120	Road Safety Program		M1852	O.14		600	600	650	700	700	700	700	700	700	700	700	6,850	New installations and upgrades of guide rail systems. Road Safety Strategic Plan.
121	Intelligent Transportation System (ITS) Projects		T1840	O.6		650	735	910	760	760	780	810	700	700	630	610	7,395	Traveler Information, Integration, Traffic & Emergency Management
122	Uninterruptible Power Supply (UPS) Installation Program		T1850	O.13		0	150	250	250	250	250	250	250	250	250	250	2,400	Annual installation program developed based on a priority criteria matrix.
123	Miscellaneous Engineering Activities		M1855	O.1		450	450	450	450	450	450	450	450	450	450	450	4,500	Allowance for growth related staff and consultant engineering work required at locations not identified in current capital program.
124	Miscellaneous Property Acquisition		M1828	O.2		100	98	100	100	100	100	100	100	100	100	100	998	Allowance for growth related land purchases at locations not identified in current capital program.
125	Miscellaneous Landscaping Projects		M1829	O.3		150	150	150	150	150	150	150	150	150	150	150	1,500	Allowance for boulevard enhancements (i.e. tree planting).
126	Transportation Master Plan Studies		R1009	O.5		1,700	150	150	150	150	150	150	150	500	150	150	3,550	Allowance to address TMP recommended actions and TMP updates.
127	Contingencies (Development Related)		M1830	O.4		261	1,000	300	300	300	300	300	300	300	300	300	3,700	
128	Contingencies (Non-Development Related)		M1831	O.9		100	100	100	100	100	100	100	100	100	100	100	1,000	
129	Regional Share - Development Related Projects		M1810	O.8		100	300	300	300	300	300	300	300	300	300	300	3,000	Allowance for Region's share of road and storm infrastructure costs associated with development.
<b>Other Capital Program Items Totals</b>						<b>15,840</b>	<b>8,503</b>	<b>14,360</b>	<b>10,920</b>	<b>32,130</b>	<b>42,750</b>	<b>45,185</b>	<b>43,375</b>	<b>45,955</b>	<b>45,355</b>	<b>39,475</b>	<b>329,708</b>	

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2019	2020	2021	2022	2023	2024	2025	2026	2027		
<b>Structure Rehabilitations and Replacements</b>																		
130	Structure Investigation Program	Various	R1804	0.12		100	75	100	100	100	100	100	100	100	100	100	975	Allowance to complete structure investigations, including deck condition surveys, timber investigations, structural evaluations, load limit assessments, etc.
131	Bridge Deck Repairs Program	Various	R1805	0.12		200	150	200	200	200	200	200	200	200	200	200	1,950	Allowance for concrete bridge deck repairs, including spall repairs, deck waterproofing, barrier wall upgrades, etc.
132	Expansion Joint Replacement Program	Various	R1806	0.12		60	60	60	60	60	60	60	60	60	60	60	600	Allowance to replace expansion joints.
133	Culvert Repairs Program	Various	R1807	0.12		150	150	150	150	150	150	150	150	150	150	150	1,500	Allowance to repair culverts, including linings, concrete repairs, extensions, installing headwalls, etc.
134	<u>Reg. Rd. 2</u> Simcoe St. / Oshawa Creek Bridge, 0.75 km north of Taunton Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1624	0.12	N/A		150											Bridge rehabilitation.  150 0 0 50 100 2,000 <u>2,300</u>
135	<u>Reg. Rd. 2</u> Seagrave Bridge, 0.55 km south of Saintfield Rd. Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog		0.12	N/A		0		150		1,500							Bridge rehabilitation.  0 0 150 0 0 1,500 <u>1,650</u>
136	<u>Reg. Rd. 3</u> Bickle Bridge, 1.1 km east of Thickson Rd. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		0.12	N/A		0						125			1,500		Bridge rehabilitation.  0 0 125 0 0 1,500 <u>1,625</u>
137	<u>Reg. Rd. 3</u> Winchester Rd. Culvert, 0.3 km west of Given Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A		0			50								Culvert rehabilitation.  0 0 50 0 0 500 <u>550</u>
138	<u>Reg. Rd. 3</u> Enniskillen Bridge, 2.1 km west of Scugog Rd., Reg. Rd. 57 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		0.12	N/A		0					200			1,500			Bridge rehabilitation.  0 0 200 0 0 1,500 <u>1,700</u>

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST							TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025			2026
139	Reg. Rd. 4 W.A. Twelvethess Bridge, 0.3 km east of Whites Rd., Reg. Rd. 38 Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R1111	0.12	N/A	220											Bridge rehabilitation of existing 4 lane structure. Timing subject to coordination with future widening of structure.
																	220 0 0 0 0 1,000 1,220
140	Reg. Rd. 4 Taunton Rd. Culvert, 0.9 km east of Courtice Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		0.12	N/A	0				50							Culvert rehabilitation.
																	0 0 50 0 0 500 550
141	Reg. Rd. 4 Hampton Bridge, 1.0 km west of Reg. Rd. 57. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1724	0.12	N/A	0											Bridge rehabilitation.
																	0 0 150 0 0 700 850
142	Reg. Rd. 4 Soper Creek Bridge, 2.97 km east of Liberty St. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		0.12	N/A	0				100							Bridge rehabilitation.
																	0 0 100 0 0 1,000 1,100
143	Reg. Rd. 4 Wilmot Creek Bridge, 1.3 km east of Regional Road 42 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		0.12	N/A	0								100		1,500	Bridge rehabilitation.
																	0 0 100 0 0 1,500 1,600
144	Reg. Rd. 6 Saintfield Rd. Bridge, 4 km east of Highway 12 Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog	R1626	0.11	N/A	350	50	50									Replace bridge over Layton River.
																	350 0 0 50 50 2,000 2,450

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
145	<u>Reg. Rd. 8</u> Siloam Bridge , 0.75 km west of Uxbridge Township Concession Rd. 3 Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1409	0.11	N/A	300				1,000								Bridge rehabilitation.  300 0 0 0 0 1,000 1,300	
146	<u>Reg. Rd. 8</u> Reach St. Culvert, 0.4 km east of Lake Ridge Rd. Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog		0.12	N/A	0								50			500	Culvert rehabilitation.  0 0 50 0 0 500 550	
147	<u>Reg. Rd. 8</u> Nonquon Bridge, 0.45 km west of Highway 12 Scugog  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Scugog		0.11	N/A	0		75		750								Bridge rehabilitation.  0 0 75 0 0 750 825	
148	<u>Reg. Rd. 11</u> Smith Bridge, 1.1 km west of Uxbridge Township Concession Road 3 Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge		0.11	N/A	0		75		500								Bridge rehabilitation.  0 0 75 0 0 500 575	
149	<u>Reg. Rd. 12</u> Dobson Bridge, 0.2 km east of McRae St. Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock		0.12	N/A	0						150			1,000			Bridge rehabilitation.  0 0 150 0 0 1,000 1,150	
150	<u>Reg. Rd. 13</u> Laurie Bridge, Zephyr Rd., 0.95 km west of Concession Road VI Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge		0.11	N/A	0		75		750								Bridge rehabilitation.  0 0 75 0 0 750 825	



ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
151	Reg. Rd. 15 Beaverton River Bridge, 0.1 km west of Highway 12 Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock	R1628	0.12	N/A	200			75									200 0 75 0 0 2,000 2,275	Bridge rehabilitation.
152	Reg. Rd. 15 McRae Bridge, 1.0 km west of Thorah Sideroad Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock		0.12	N/A	0								100		1,500		0 0 100 0 0 1,500 1,600	Bridge rehabilitation.
153	Reg. Rd. 16 Ritson Rd. / CP Overpass, 0.2 km south of Olive Ave. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1629	0.12	N/A	250		3,000										250 0 0 0 0 3,000 3,250	Bridge rehabilitation.
154	Reg. Rd. 16 Ritson Rd. / CNR Overhead, 0.2 km south of Bloor St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa	R1411	0.12	N/A	240					2,000							240 0 0 0 0 2,000 2,240	Bridge rehabilitation. 50% of costs to be recovered from C.N.R. as per Board Order No. 98034
155	Reg. Rd. 16 Ritson Rd. Lot 8/9 Concession 4 Culvert, 0.01 km North of Given Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A	0				50		500						0 0 50 0 0 500 550	Culvert rehabilitation.
156	Reg. Rd. 18 Newtonville Rd. Culvert, 0.37 km south of Concession Rd. 3 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		0.12	N/A	0				50			500					0 0 50 0 0 500 550	Culvert rehabilitation.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS			
								2019	2020	2021	2022	2023	2024	2025	2026	2027					
157	Reg. Rd. 18 Newtonville Rd. Culvert, 0.1 km north of Concession Rd. 4 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		0.12	N/A	0				50									500	500	Culvert rehabilitation.
158	Reg. Rd. 18 Kendal Bridge, 1.18 km south of Ganaraska Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington		0.12	N/A	0									100		1,500		1,600	1,600	Bridge rehabilitation.
159	Reg. Rd. 22 Bloor St. W. Over Oshawa Creek, 0.2 km west of Simcoe St. S. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A	0				200						1,700		1,700	1,900	1,900	Bridge rehabilitation.
160	Reg. Rd. 22 Bloor St. E. Over Farewell Creek Bridge, 0.5 km E. of Harmony Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A	0				200						1,500		1,500	1,700	1,700	Bridge rehabilitation.
161	Reg. Rd. 23 Beaverton Bridge, 50 m north of Simcoe St. Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock	R1209	0.12	N/A	200										1,500		1,500	1,700	1,700	Bridge rehabilitation.
162	Reg. Rd. 23 White's Creek Bridge, 1.45 km north of Simcoe St. Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock	R1827	0.12	N/A	0	550											550	550	550	Bridge rehabilitation.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
								2019	2020	2021	2022	2023	2024	2025	2026	2027				
163	Reg. Rd. 28 Rossland Rd. Over Oshawa Creek, 0.45 km east of Park Rd. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A	0			200			2,000							0 0 200 0 0 2,000 2,200	Bridge rehabilitation.
164	Reg. Rd. 29 Liverpool Rd. Over CNR Bridge, 0.1 km north of Bayly St. Pickering  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Pickering	R1630	0.12	N/A	100											150		100 0 150 0 0 0 250	Beyond forecast bridge rehabilitation.
165	Reg. Rd. 31 Westney Rd. CPR Overhead, 0.4 km north of Taunton Rd. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		0.12	N/A	0				180				1,800					0 0 180 0 0 1,800 1,980	Bridge rehabilitation.
166	Reg. Rd. 31 Bayles Bridge, 2.8 km east of Brock Rd. Ajax  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Ajax		0.12	N/A	0							150		1,500				0 0 150 0 0 1,500 1,650	Bridge rehabilitation.
167	Reg. Rd. 33 Harmony Rd. Over CPR Overhead, 0.2 km south of Olive Ave. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A	0				200					2,000				0 0 200 0 0 2,000 2,200	Bridge rehabilitation. Coordinate with Metrolinx extension to Bowmanville.
168	Reg. Rd. 33 Hoskin Bridge, 0.55 km north of Rossland Rd. East Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A	0											100	1,500	0 0 100 0 0 1,500 1,600	Bridge rehabilitation.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS				
								2019	2020	2021	2022	2023	2024	2025	2026	2027						
169	Reg. Rd. 35 Wilson Rd. North Pedestrian Underpass, 0.69 km north of Rossland Rd. East Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A	0												50	1,000	1,050	Bridge rehabilitation.	
170	Reg. Rd. 43 Cochrane St. / CP Overpass, 0.7 km south of Rossland Rd. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1420	0.12	N/A	3,650	600														3,650 0 0 0 0 600 4,250	Bridge rehabilitation.
171	Reg. Rd. 45 Henry St. CNR Overpass, 0.4 km north of Victoria St. Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby		0.12	N/A	0								100		200		50			0 100 200 50 0 0 350	Beyond forecast bridge replacement.
172	Reg. Rd. 46 Brock St. CNR Overpass Bridge, 0.1 km south of Hwy. 401 Whitby  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Whitby	R1724	0.12	N/A	150											1,750				150 0 0 0 0 1,750 1,900	Bridge rehabilitation.
173	Reg. Rd. 50 Morgan Bridge, 3.1 km east of Reg. Rd. 51 Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock		0.12	N/A	0								200				1,500			0 0 200 0 0 1,500 1,700	Bridge rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.
174	Reg. Rd. 50 Trent Canal Overpass, 5.3 km east of Reg. Rd. 51 Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock	R1631	0.12	N/A	100	100	1,500													100 0 100 0 0 1,500 1,700	Bridge rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.

ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS
								2019	2020	2021	2022	2023	2024	2025	2026	2027		
175	Reg. Rd. 51 Gamebridge Bridge, 0.1 km north of Portage Road Brock  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Brock	R1632	0.12	N/A	460	150										460 0 150 0 0 2,550 <u>3,160</u>	Bridge replacement. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.
176	Reg. Rd. 53 Stevenson Rd. CNR Overpass, 0.9 km north of Wentworth St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A	0									200		0 0 200 0 0 0 <u>200</u>	Beyond forecast bridge rehabilitation.
177	Reg. Rd. 53 Stevenson Rd. Over CPR Overpass, 0.4 km north of Lavelle St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A	0								200		2,000	0 0 200 0 0 2,000 <u>2,200</u>	Bridge rehabilitation. Coordinate with Metrolinx extension to Bowmanville.
178	Reg. Rd. 54 Park Rd. CPR Overpass, 0.48 km south of Gibb St. Oshawa  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Oshawa		0.12	N/A	0									150		0 0 150 0 0 0 <u>150</u>	Beyond forecast bridge rehabilitation.
179	Reg. Rd. 57 Bowmanville Creek Bridge, 1.9 km north of Region Highway 2 Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1529	0.12	N/A	150				100							150 0 100 0 0 1,800 <u>2,050</u>	Bridge rehabilitation.
180	Reg. Rd. 57 Robins Bridge, 0.77 km north of Taunton Rd. Clarington  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Clarington	R1728	0.12	N/A	50	50										50 0 50 0 0 500 <u>600</u>	Bridge rehabilitation in conjunction with road rehabilitation.



ITEM No.	LOCATION AND COST COMPONENT	Municipality	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2018	2018 CAPITAL BUDGET	NINE YEAR FORECAST									TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
								2019	2020	2021	2022	2023	2024	2025	2026	2027			
187	Reg. Hwy 47 Uxbridge Brook Culvert Uxbridge  Total Prior Budget Allocations E.A. Design Property Acquisition Utility Relocation Construction	Uxbridge	R1635	0.12	N/A		250											250 0 0 0 0 2,500 2,750	Replace stone masonry arch culvert. Project construction timing will be coordinated with the Town of Uxbridge downtown storm water channel project.
<b>Structure Rehabilitations and Replacements Totals</b>						<b>7,905</b>	<b>7,360</b>	<b>8,060</b>	<b>9,910</b>	<b>8,660</b>	<b>9,520</b>	<b>6,110</b>	<b>7,435</b>	<b>7,210</b>	<b>7,510</b>	<b>7,860</b>	<b>87,540</b>		
<b>GRAND TOTAL</b>						<b>103,828</b>	<b>85,634</b>	<b>101,570</b>	<b>120,170</b>	<b>115,285</b>	<b>121,970</b>	<b>118,995</b>	<b>126,660</b>	<b>137,365</b>	<b>137,065</b>	<b>146,335</b>	<b>1,314,877</b>		

**TABLE OF CONTENTS**  
**2018 BUSINESS PLANS & BUDGETS**  
**REGIONAL HEADQUARTERS**

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>PROGRAM SUMMARY .....</b>	<b>209</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>212</b>
<b>PROGRAM DETAILS</b>	
Tangible Capital Assets – New.....	213
Tangible Capital Assets – Replacement.....	214



## PROGRAM SUMMARY



### 2018 Business Plan

### Headquarters Facility Shared Cost

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Public Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>

## PROGRAM SUMMARY



### 2018 Business Plan

### Headquarters Facility Shared Cost

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution from Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses*</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Summary of Increase (Decrease)</b>			<b>(1,003)</b>		<b>247</b>
			<b>-8.13%</b>		<b>2.00%</b>

\* Net Program Expenses are allocated to various budgets as noted on the following page.

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	28	Economic increases
Salaries & Benefits	68	Annualization (1 position)
Operating Expenses	227	Inflationary increases including contracted services and insurance
Operating Expenses	(197)	Utility savings
Major Repairs & Renovations	(135)	Remove one-time items
Tangible Capital Assets - New	(234)	Remove one-time items
Tangible Capital Assets - Replacement	(760)	Remove one-time items
	<b>(1,003)</b>	



# 2018 Business Plan

## Headquarters Facility Shared Cost

### Detailed Cost of Program:

(\$,000's)

	2017	2018		
	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$
<b>Department Allocation</b>				
Chief Administrative Officer	91	84	9	93
Corporate Services:				
Human Resources	209	192	21	213
Information Technology	338	311	34	345
Legal Services	101	93	10	103
Legal Services - Provincial Offences Act (POA)	923	848	93	941
Legislative Services	107	99	10	109
Durham Emergency Management Office (DEMO)	52	48	5	53
Durham Regional Local Housing Corporation (DRLHC) - Property Management	113	104	12	116
Durham Regional Police Service	1,595	1,466	161	1,627
Durham Region Transit	68	62	7	69
Economic Development & Tourism	109	100	11	111
Finance	538	492	55	547
Financial Housing Services	86	79	9	88
Public Health	1,956	1,797	198	1,995
Planning	412	379	41	420
Regional Chair	65	60	7	67
Regional Council	189	173	20	193
Social Services:				
Children's Services	563	517	57	574
Family Services	328	302	33	335
Housing Services	121	111	12	123
Social Assistance	1,219	1,120	124	1,244
Utility Finance	308	283	32	315
Works:				
General Tax	594	545	60	605
Sanitary Sewerage System	1,029	945	105	1,050
Solid Waste Management	197	181	20	201
Water Supply System	1,029	946	104	1,050
<b>Total Allocated</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Headquarters Facility Shared Cost

<b>Regional Headquarters</b>	(\$ 000's)
♦ Increase in temporary wages and benefits to allow for the annualization of a full-time temporary custodian to support building operations, and to provide general cleaning and site maintenance services during operational hours	31
♦ Increase in Telephone costs for the increase in annual maintenance of the Region's telecommunications hardware	150
♦ One-time increase in Plumbing Maintenance & Repairs for the repair of the main line backflow and installation of parallel backup	10
♦ Increase in Building Interior maintenance for localized floor repairs	10
♦ Decrease in Landscaping costs to reflect actuals costs and forecasted requirement	(9)
♦ Major Repairs & Renovations including Elevator Annunciation System (\$55k) and Exhaust Generator Stack Repairs (\$70k)	125
	<b>317</b>
<b>Call Centre and Public Counter Operations</b>	
♦ One-time increase in Professional, Technical and Consulting to hire a consultant to assist in the development of a Corporate Customer Service Strategy	100
	<b>100</b>
<b>Tangible Capital Assets</b>	
<b>Additional requirements:</b>	
<b>New</b>	
♦ Walkway from Parking Garage to South Entrance of Regional Headquarters	147
<b>Replacement</b>	
♦ Parking Garage Recoating Project (Capital Improvement)	2,582
♦ Contribution from Reserve / Reserve Fund for Parking Garage Recoating Project	(1,883)
	<b>846</b>
<b>Revenues</b>	
♦ Increase in Rental Revenues related to food services lease	(13)
	<b>(13)</b>
<b>Total Program Changes</b>	<b>1,250</b>

## TANGIBLE CAPITAL ASSETS - NEW



### 2018 Program Detail

### Headquarters Facility Shared Cost

Description	Qty	Unit Cost	Total
1    Walkway at South Entrance from Parking Garage	1	\$ 146,500	\$ 146,500
			146,500

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



**2018 Program Detail**

**Headquarters Facility  
Shared Cost**

Description	Qty	Unit Cost	Total
		\$	\$
1 Recoat all levels of Parking Garage	1	2,581,772	2,581,772
2 CCTV Server	1	30,000	30,000
3 Handsets	375	400	150,000
4 VoIP Servers		30,000	30,000
			<b>2,791,772</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>WORKS – SOLID WASTE MANAGEMENT</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>216</b>
<b>PROGRAM SUMMARY .....</b>	<b>218</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>221</b>
<b>PROGRAM DETAILS</b>	
1. Oshawa Waste Management Facility .....	225
2. Scugog Waste Management Facility .....	228
3. Brock Waste Management Facility .....	231
4. Pickering Waste Management Facility .....	234
5. Clarington Environmental Facility .....	237
6. Durham Material Recovery Facility .....	239
7. Durham-York Energy Centre .....	242
8. Collection, Processing and Disposal .....	244
9. Waste Administration .....	247
10. Administration .....	250
11. Facilities Management .....	252
12. Headquarters Shared Cost .....	256
13. Regional Corporate Costs .....	259
14. Waste Management Centre .....	261
15. Community Outreach .....	264
16. Environmental Studies .....	266
17. Blue Box Revenues and Subsidies .....	268
<b>18. TANGIBLE CAPITAL ASSETS PROGRAM SUMMARY .....</b>	<b>270</b>
Tangible Capital Assets - New .....	271
Tangible Capital Assets - Replacement .....	272
<b>TCA – MAJOR CAPITAL PROJECTS .....</b>	<b>273</b>
2018 – 2027 Forecast – Major Capital Projects .....	275



**2018 Business Plan**

**Works - Solid Waste Management**

**Major Services & Activities**

**Collection, Processing and Haulage**

- ◆ Garbage collection, haulage and disposal.
- ◆ Recyclables and re-useable collection, processing and marketing.
- ◆ Household hazardous waste collection and processing.
- ◆ Food and yard waste compostable material collection and processing.
- ◆ Waste, recycling and organics collection monitoring and inspections.
- ◆ Scrap metal, porcelain, waste electronics and other special material collection.

**Waste Facilities Operations and Landfill Management**

- ◆ Call centre operations.
- ◆ Waste disposal weigh scale operations and fee handling systems.
- ◆ Extended Producer Responsibility (EPR) collection programs for tires, waste electronics and Municipal Hazardous or Special Waste.
- ◆ Operate three waste transfer facilities.
- ◆ Durham/York Energy Centre disposal of residual waste.
- ◆ Perpetual care, monitoring and remediation of landfill sites, including gas and surface waste monitoring and inspection programs.

**Administration, Promotion and Education**

- ◆ Educational, promotional and outreach programs, special events and displays, including radio, television, and newspaper media presentations
- ◆ Enforcement of by-law governing the provision of municipal waste management services.
- ◆ Waste planning, policy, research, studies and compliance reporting.
- ◆ Waste contracts administration, inspection, monitoring and payments.
- ◆ Blue Box, Green Bin and backyard composter sales programs.

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

<b>Strategic Goal B.1 - Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.</b>	
<b>Key Deliverables</b>	<b>Responsibility -Co-Lead</b>
◆ Explore the feasibility of reclaiming landfill sites for passive recreation uses.	





**2018 Business Plan**

**Works - Solid Waste Management**

**Strategic Goal C.4 - Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.**

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Plan, forecast and manage provision operation, maintenance and capital costs for existing and new infrastructure.
- ◆ Promote innovation framework including the piloting of new technologies, subject to business case review.

**Strategic Goal C.5 - Works more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.**

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities.
- ◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>A.1</b>	Propel the business and investment climate forward in Durham Region to enable more local employment.	
<b>A.5</b>	Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>C.2</b>	Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of Regional programs and services.	
<b>D.3</b>	Improve communications and collaboration across the region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY



### 2018 Business Plan

### Works - Solid Waste Management

By Program	2017		2018		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
Expense Programs	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
<b>WASTE MANAGEMENT FACILITIES:</b>					
1 Oshawa	(42)	352	145	(73)	72
2 Scugog	(38)	10	(68)	(47)	(115)
3 Brock	73	110	80	(34)	46
4 Pickering	(14)	(15)	(19)	5	(14)
5 Clarington Environmental Facility	-	16	17	74	91
6 Durham Material Recovery Facility	-	-	-	-	-
7 Durham-York Energy Centre	7,516	7,435	7,147	41	7,188
Subtotal	<b>7,495</b>	<b>7,908</b>	<b>7,302</b>	<b>(34)</b>	<b>7,268</b>
<b>COLLECTION, PROCESSING, DISPOSAL:</b>					
<b>8 Collection Services</b>					
(a) Garbage	4,291	4,298	4,319	27	4,346
(b) Blue Box Curbside Recycle	10,800	10,928	10,947	41	10,988
(c) Compost	3,085	3,044	3,050	82	3,132
(d) Other Diversion	89	80	81	6	87
<b>Processing and Disposal</b>					
<b>8 Services</b>					
(e) Garbage	1,844	2,437	1,899	(196)	1,703
(f) Blue Box Curbside Recycle	4,385	4,586	4,492	51	4,543
(g) Composting	6,696	6,607	6,622	196	6,818
(h) Other Diversion	(4)	15	16	1	17
(i) Diversion Promotional Items	242	358	336	17	353
(j) Waste Composition Study	-	-	-	1,306	1,306
Subtotal	<b>31,428</b>	<b>32,353</b>	<b>31,762</b>	<b>1,531</b>	<b>33,293</b>
<b>COMMON SERVICES COSTS:</b>					
9 Waste Administration	3,416	3,987	4,174	(13)	4,161
10 Administration	388	388	416	-	416
11 Facilities Management	1,908	2,071	2,078	63	2,141
12 Headquarters Shared Cost	197	197	181	20	201
13 Regional Corporate Costs	3,629	3,629	3,673	-	3,673
14 Waste Management Centre	647	720	730	(39)	691
15 Community Outreach	408	408	408	-	408
16 Environmental Studies	208	207	377	-	377
Subtotal	<b>10,801</b>	<b>11,607</b>	<b>12,037</b>	<b>31</b>	<b>12,068</b>
<b>Total Operating Program Expenses</b>	<b>49,724</b>	<b>51,868</b>	<b>51,101</b>	<b>1,528</b>	<b>52,629</b>

## PROGRAM SUMMARY



### 2018 Business Plan

### Works - Solid Waste Management

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>17 Blue Box Recoveries &amp; Subsidies:</b>					
Industry Funding	(5,765)	(5,765)	(5,765)	3	(5,762)
Revenues - Diversion Materials	(6,099)	(4,767)	(4,768)	(399)	(5,167)
<b>Total Revenue</b>	<b>(11,864)</b>	<b>(10,532)</b>	<b>(10,533)</b>	<b>(396)</b>	<b>(10,929)</b>
<b>Net Program Expenses</b>	<b>37,860</b>	<b>41,336</b>	<b>40,568</b>	<b>1,132</b>	<b>41,700</b>
<b>18 Tangible Capital Assets:</b>					
1 Operations - New	44	44	-	153	153
2 Operations - Replacement	61	61	146	325	471
3 Facilities - New	100	100	-	70	70
4 Facilities - Replacement	16	16	70	269	339
5 Major Capital Projects	2,800	2,800	-	-	-
<b>Tangible Capital Assets Subtotal</b>	<b>3,021</b>	<b>3,021</b>	<b>216</b>	<b>817</b>	<b>1,033</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
Major Capital Projects - Continuous Improvement Fund Subsidy	(873)	(873)	-	-	-
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>(873)</b>	<b>(873)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Tangible Capital Assets</b>	<b>2,148</b>	<b>2,148</b>	<b>216</b>	<b>817</b>	<b>1,033</b>
<b>Net Program Expenses</b>	<b>40,008</b>	<b>43,484</b>	<b>40,784</b>	<b>1,949</b>	<b>42,733</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$2,700)</b>	<b>-6.21%</b>	<b>(\$751)</b>
					<b>-1.73%</b>



2018 Business Plan

Works - Solid Waste Management

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	251	Economic increases
Salaries & Benefits	55	Annualization (1.095 positions)
Operating Expenses	37	Inflationary increases (other)
Haulage and Disposal Contracts	(1,005)	Contract price decreases
Property Taxes	(49)	Reassessment decreases
Fees & Service Charges	(12)	Inflationary increases (various)
Major Repairs & Renovations	(45)	Remove one-time items (various)
Tangible Capital Assets - New / Replacement	<u>(1,932)</u>	Remove one-time items (various)
	<u><u>(2,700)</u></u>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Works - Solid Waste Management

\$ 000's

#### Waste Management Facilities

##### Oshawa Waste Management Facility

<ul style="list-style-type: none"> <li>◆ Increase to reflect actual costs and forecasted requirements including materials and supplies (\$2k), personnel related (-\$22k), car allowance (-\$2k), bank charges (\$8k) and vehicle and equipment maintenance (\$40k)</li> </ul>	26
<ul style="list-style-type: none"> <li>◆ Increase in costs based on forecasted tonnes for disposal, processing and haulage of tonnages anticipated for materials such as garbage, wood and municipal hazardous waste</li> </ul>	98
<ul style="list-style-type: none"> <li>◆ Adjustments to revenues and industry subsidies resulting from:                             <ul style="list-style-type: none"> <li>Increase in user fees for other chargeable materials related to increase in chargeable tonnes</li> </ul> </li> </ul>	(197)
	(73)

##### Scugog Waste Management Facility

<ul style="list-style-type: none"> <li>◆ Increase to reflect actual costs and forecasted requirements including materials and supplies (\$2k), personnel related (-\$10k), bank charges (\$2k) and vehicle and equipment maintenance (\$21k)</li> </ul>	15
<ul style="list-style-type: none"> <li>◆ Increase in costs based on forecasted tonnes for disposal, processing and haulage of tonnages anticipated for materials such as garbage and municipal hazardous waste</li> </ul>	9
<ul style="list-style-type: none"> <li>◆ Adjustments to revenues and industry subsidies resulting from:                             <ul style="list-style-type: none"> <li>Decrease in subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship) and MHSW related to change in tonnes</li> <li>Increase in user fees for other chargeable materials related to change in chargeable tonnes</li> </ul> </li> </ul>	5 (76)
	(47)

##### Brock Waste Management Facility

<ul style="list-style-type: none"> <li>◆ Decrease to reflect actual costs and forecasted requirements including materials and supplies (\$1k), personnel related (-\$10k), bank charges (\$1k), purchased services (-5k) and vehicle and equipment maintenance (-\$25k)</li> </ul>	(38)
<ul style="list-style-type: none"> <li>◆ Increase in costs based on forecasted tonnes for disposal, processing and haulage of tonnages anticipated for materials such as garbage and municipal hazardous waste</li> </ul>	4
	(34)

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Works - Solid Waste Management

\$ 000's

### Waste Management Facilities (continued)

#### Pickering Waste Management Facility

♦ Increased cost based on forecasted tonnes for disposal, processing and haulage of municipal hazardous waste	2
♦ Decrease in revenues from chargeable materials related to change in tonnes	3
	5

#### Clarington Environmental Facility

New Facility to receive Municipal Hazardous Special Waste (MHSW) as per the Durham/York Energy Centre Host Community Agreement with Clarington

♦ Proposed new positions representing 2.000 FTE's, commencing July 1, 2018: One (1) Waste Disposal Clerk (temporary to permanent) to support operational requirements (annualized impact is \$80.2k) (1.000 FTE)	40
One (1) Waste Disposal Clerk to support operational requirements (annualized impact is \$80.2k) (1.000 FTE)	40
♦ Provision for overtime based on forecasted requirements	1
♦ Decrease in temporary requirements resulting from conversion to permanent status	(38)
♦ Operational costs including personnel related costs (\$1k) and office supplies (\$5k)	6
♦ Minor equipment utilized in the provision of services, such as carts, cages and sorting surfaces	25
	74

#### Durham Material Recovery Facility

♦ Increase in Waste Haulage costs for contract for recovery of waste from the recycling facility	65
♦ Increase in waste processing costs due to anticipated tonnage and processing changes	211
♦ Increase in waste processing recoveries to align with contract for recovery of garbage	(225)
♦ Decrease in recoveries from Waste Recycling programs due to anticipated tonnage and processing changes	(51)
	-

#### Durham York Energy Centre

♦ Increase in excess waste above the 110,000 metric tonnes as per the operation contract	635
♦ Reallocation of excess waste to the Waste Composition Study	(635)
♦ Increase in consulting for ongoing operational and technical support as per the recommendations in Committee of the Whole Report #2017-COW-176	100
♦ Decrease in cost based on forecasted requirements for personnel related expenses (-\$10k), partially offset by increased costs for lands leased for ambient air monitoring stations (\$1k)	(9)
♦ Recovery from York Region as a result of changes to the ongoing operational and technical support costs	(50)
	41

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Works - Solid Waste Management

\$ 000's

### Collection, Processing, Disposal

#### Collection Services

◆ Increase in collection costs resulting from forecasted increase in stops based on Regional growth estimates	156
<b>Subtotal</b>	<b>156</b>

#### Processing & Disposal Services

◆ Increase in costs due to revised tonnage estimates for organics and yard waste (\$196k); blue box (\$51k); garbage (\$34k)	281
◆ One-time reallocation of waste and related receiving/haulage costs to the Waste Composition Study	(229)
◆ Costs associated with implementation of a Waste Composition study, including processing and analysis costs at the Canada Fibers facility (\$1.077 million) and receiving/haulage costs (\$229.0k)	1,306
◆ Forecasted requirements for blue box and green bin supply	17
<b>Subtotal</b>	<b>1,375</b>
	<b>1,531</b>

### Common Services Costs

#### Waste Administration

◆ Increase in salary costs resulting from the conversion of an existing Operations Technician 1 to Supervisor, Waste Policy & Transition	23
◆ Increase in temporary employee funding to support records management initiatives, shared with General Tax, Water Supply and Sanitary Sewerage	5
◆ Adjustments to various accounts to reflect actual costs and forecasted requirements	(50)
◆ Increase in departmental communications support provided through Corporate Communications related to initiatives in the Works Department	9
	<b>(13)</b>

#### Facilities Management

◆ Proposed new positions representing 0.356 FTE, effective July 1st, 2018:	
◆ One (1) Policy Analyst to develop and analyze long term facility needs, and assist in planning for capital work to sustain Regional facility assets. This position is shared with General Tax, Water Supply, and Sanitary Sewerage (Annualized impact is \$21.4k) (0.178 FTE)	11
◆ One (1) Project Coordinator to provide updated base building drawings and manage As-Built/Record drawings for Regional facilities. This position is shared with General Tax, Water Supply, and Sanitary Sewerage (Annualized impact is \$17.5k) (0.178 FTE)	9
◆ Increase in snow removal costs based on frequency of occurrences at sites	25
◆ Decrease in on-call security guard use at sites due to monitoring and security improvements	(65)
◆ Major repairs and renovation of assets utilized in the provision of services, such as maintenance building repairs (\$50k) and asphalt maintenance (\$10k) at Brock WMF; Scale House repairs (\$10k) and asphalt maintenance (\$10k) at Scugog WMF; and asphalt maintenance (\$10k) at the Material Recovery Facility	90

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Works - Solid Waste Management

\$ 000's

### Common Services Costs (continued)

♦ Adjustments to various accounts to reflect actual costs and forecasted requirements, including; payroll recoveries (\$17k), building and grounds operations (-\$1k), inter-departmental transfers (-\$14k) and various other accounts (-\$9k)	(7)
	<u>63</u>

### Headquarters Shared Cost

♦ Solid Waste Management share of costs related to the operation and maintenance of the Regional Headquarters	20
	<u>20</u>

### Waste Management Centre

♦ Increase in revenues for the sale of blue boxes and green bins	(39)
	<u>(39)</u>

### Revenues

#### Revenues - Diversion Materials

♦ Change in Resource Productivity and Recovery Authority funding	3
♦ Change in revenues from marketed diversion materials based on revised tonnage estimates	(399)
	<u>(396)</u>

### Tangible Capital Assets

♦ Program changes include the acquisition of new assets and the replacement of assets related to Solid Waste Management operations. Refer to capital schedules for detailed information.	817
	<u>817</u>
<b>Total Program Changes</b>	<u><u>1,949</u></u>

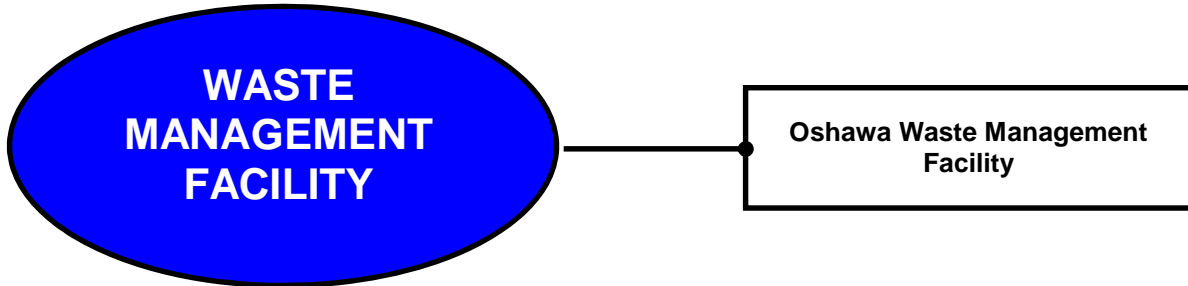


# PROGRAM 1 OSHAWA WASTE MANAGEMENT FACILITY



## 2018 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective receiving of residential waste for reuse, recycling, composting or disposal
- ◆ To be financially accountable for the revenue received from user fees and minimize the shortfall, to the extent possible, recovered through property tax rates

### Description of Program Activities:

- ◆ Receive and transfer residential and commercial garbage waste
- ◆ Receive and transfer recyclable and reusable material such as: Blue Box materials, scrap metals, tires, appliances, electronic equipment, shingles, drywall and porcelain
- ◆ Receive and transfer compostable material such as: yard waste, wood and brush
- ◆ Receive, process, bulk, and transfer of household hazardous waste such as: paints, oils, batteries, propane tanks, solvents, CFS refrigerants, antifreeze, pesticides and fertilizers
- ◆ Operate a "no charge" paint re-use centre for residents
- ◆ Receive and process all types of cardboard for recycling
- ◆ Operate a user pay waste disposal system

### Description of Program Resources:

◆ 2018 Full Time Staff	17.000
2017 Full Time Staff	17.000

# PROGRAM 1 OSHAWA WASTE MANAGEMENT FACILITY



## 2018 Program Detail

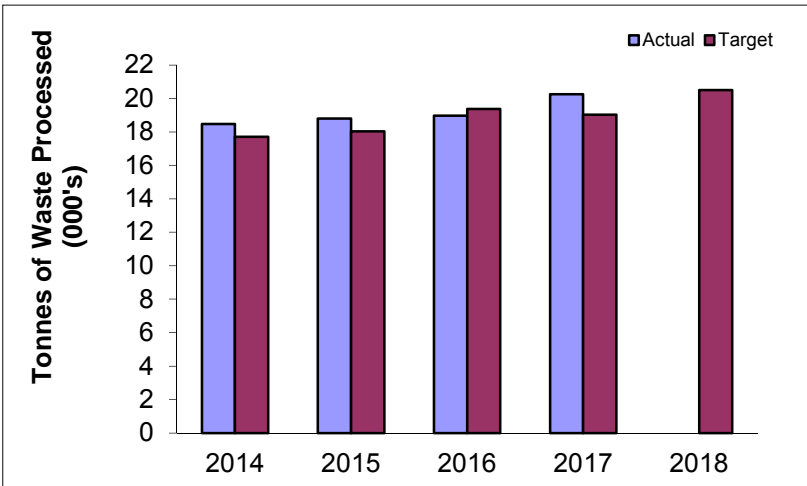
## Works - Solid Waste Management

### Performance Measurements:

In 2018:

- ◆ More than 215,000 customer vehicles are estimated to visit this site
- ◆ Estimated 20,500 tonnes of garbage, recyclables, compostables and re-useables to be received
- ◆ Estimated 6,000 tonnes of waste to be recycled, composted, or re-used

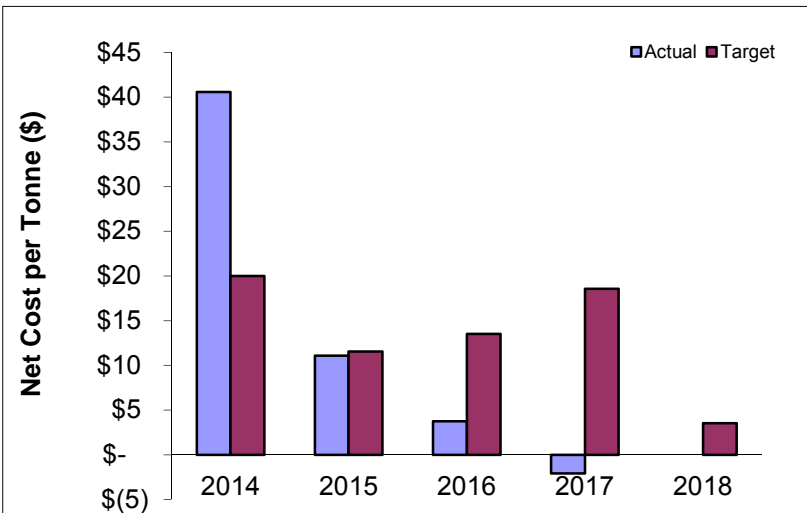
### Community Impact:



#### Tonnes of Waste Processed

*The tonnes of waste processed is indicative of service levels provided to the public at this facility.*

### Efficiency:



#### Net Cost per Tonne

*The net cost per tonne of waste reflects the cost to process waste at this facility. Costs change annually as per managed haulage/disposal contracts. Decrease in 2017 and 2018 cost per tonne is a result of change in contract prices and increased tonnes.*

**PROGRAM 1  
OSHAWA WASTE MANAGEMENT FACILITY**



**2018 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,255	1,446	1,496	(12)	1,484
Payroll Maintenance Management - Charge	-	10	10	(10)	-
<b>Net Personnel Expenses</b>	<b>1,255</b>	<b>1,456</b>	<b>1,506</b>	<b>(22)</b>	<b>1,484</b>
Personnel Related	-	3	3	(2)	1
Communications	12	12	12	-	12
Supplies	4	-	-	2	2
Buildings & Grounds Operations	36	40	40	-	40
Equipment Maintenance & Repairs	142	165	165	-	165
Vehicle Operations	10	-	-	40	40
Contracted Services	1,117	1,247	989	98	1,087
Financial Expenses	18	7	7	8	15
<b>Operating Expenses Subtotal</b>	<b>2,594</b>	<b>2,930</b>	<b>2,722</b>	<b>124</b>	<b>2,846</b>
<b>Tangible Capital Assets</b>					
Replacement	34	34	107	225	332
<b>Total Tangible Capital Assets</b>	<b>34</b>	<b>34</b>	<b>107</b>	<b>225</b>	<b>332</b>
<b>Total Expenses</b>	<b>2,628</b>	<b>2,964</b>	<b>2,829</b>	<b>349</b>	<b>3,178</b>
<b>Revenues</b>					
Subsidy	(193)	(215)	(215)	-	(215)
Fees & Service Charges	(2,443)	(2,363)	(2,362)	(197)	(2,559)
<b>Total Revenues</b>	<b>(2,636)</b>	<b>(2,578)</b>	<b>(2,577)</b>	<b>(197)</b>	<b>(2,774)</b>
<b>Net Program Expenses</b>	<b>(8)</b>	<b>386</b>	<b>252</b>	<b>152</b>	<b>404</b>

\* Tangible Capital Assets are stated separately on the Program Summary

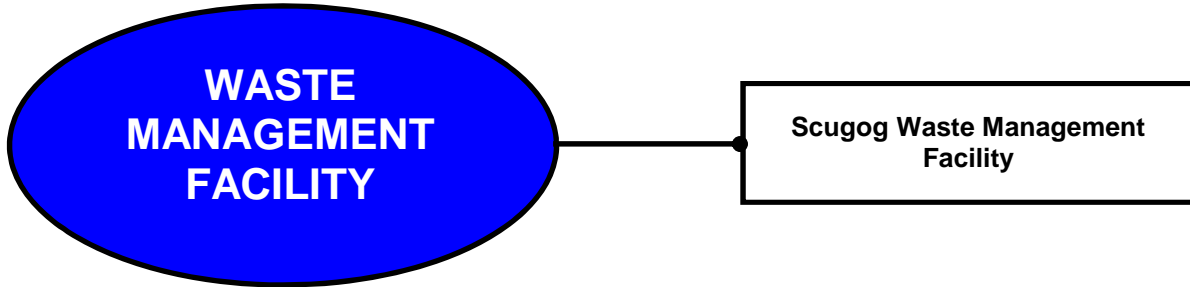
Net Program Expenses Per Above	404
Less: Tangible Capital Assets	(332)
Net Operating Program Expenses Per Program Summary	<u>72</u>

# PROGRAM 2 SCUGOG WASTE MANAGEMENT FACILITY



## 2018 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective receiving of residential waste for reuse, recycling, composting or disposal
- ◆ To be financially accountable for the revenue received from user fees and minimize the shortfall, to the extent possible, recovered through property tax rates

### Description of Program Activities:

- ◆ Receive and transfer residential and commercial garbage waste
- ◆ Receive and transfer recyclable and reusable material such as: Blue Box materials, scrap metals, tires, appliances, electronic equipment, shingles, drywall and porcelain
- ◆ Receive and transfer compostable material such as: yard waste, wood and brush
- ◆ Receive and transfer household hazardous waste such as: paints, oils, batteries, propane tanks, solvents, CFC refrigerants, antifreeze, pesticides and fertilizers
- ◆ Operate a user pay waste disposal system

### Description of Program Resources:

◆ 2018 Full Time Staff	4.000
2017 Full Time Staff	4.000

# PROGRAM 2 SCUGOG WASTE MANAGEMENT FACILITY



## 2018 Program Detail

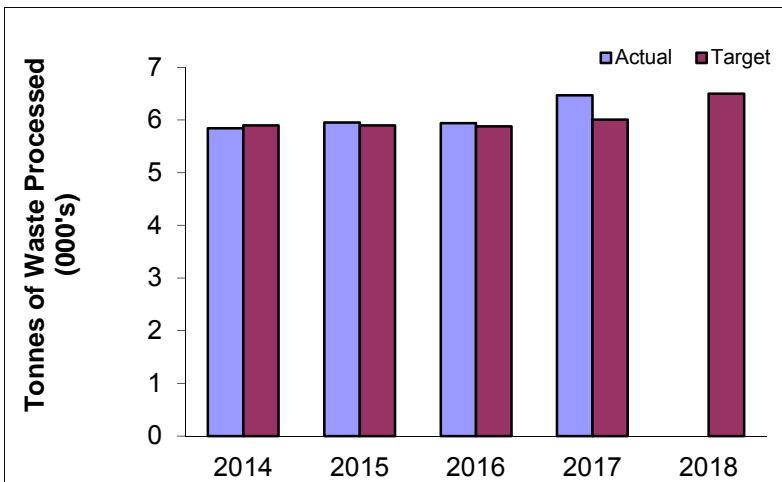
## Works - Solid Waste Management

### Performance Measurements:

In 2018:

- ◆ More than 60,000 customer vehicles are estimated to visit this site
- ◆ Estimated 6,500 tonnes of garbage, recyclables, compostables and re-useables to be received
- ◆ Estimated 2,000 tonnes of waste recycled, composted, or re-used

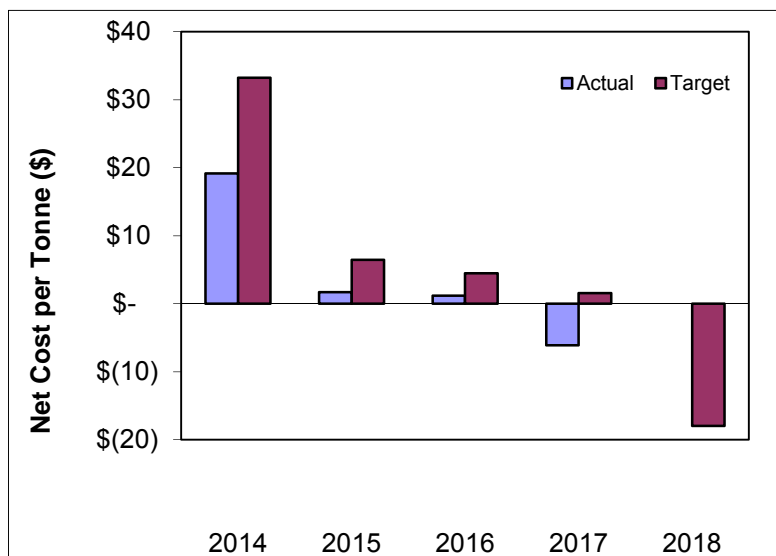
### Community Impact:



#### Tonnes of Waste Processed

*The tonnes of waste processed is indicative of service levels provided to the public at this facility.*

### Efficiency:



#### Net Cost per Tonne (including HHW)

*The net cost per tonne reflects the cost to process waste at this facility. Costs change annually as per managed haulage/disposal contracts. Decrease in 2017 and 2018 cost per tonne is a result of change in contract prices and increased tonnes.*

**PROGRAM 2  
SCUGOG WASTE MANAGEMENT FACILITY**



**2018 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	362	381	393	-	393
Payroll Maintenance Management - Charge	-	20	20	(10)	10
<b>Net Personnel Expenses</b>	<b>362</b>	<b>401</b>	<b>413</b>	<b>(10)</b>	<b>403</b>
Personnel Related	1	4	4	-	4
Communications	6	6	6	-	6
Supplies	-	-	-	2	2
Buildings & Grounds Operations	13	12	12	-	12
Equipment Maintenance & Repairs	54	43	43	22	65
Contracted Services	385	432	343	8	351
Financial Expenses	6	3	3	2	5
<b>Operating Expenses Subtotal</b>	<b>827</b>	<b>901</b>	<b>824</b>	<b>24</b>	<b>848</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	-	100	100
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>100</b>
<b>Total Expenses</b>	<b>827</b>	<b>901</b>	<b>824</b>	<b>124</b>	<b>948</b>
<b>Revenues</b>					
Subsidy	(121)	(149)	(150)	5	(145)
Fees & Service Charges	(744)	(742)	(742)	(76)	(818)
<b>Total Revenues</b>	<b>(865)</b>	<b>(891)</b>	<b>(892)</b>	<b>(71)</b>	<b>(963)</b>
<b>Net Program Expenses</b>	<b>(38)</b>	<b>10</b>	<b>(68)</b>	<b>53</b>	<b>(15)</b>

\* Tangible Capital Assets are stated separately on the Program Summary

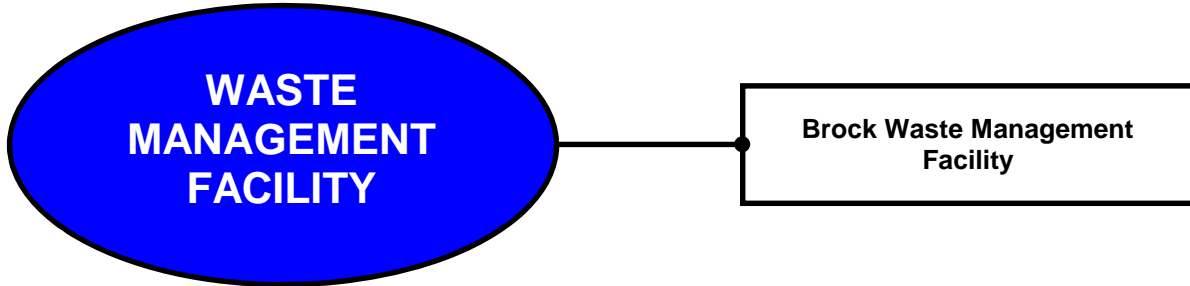
Net Program Expenses Per Above	(15)
Less: Tangible Capital Assets	(100)
Net Operating Program Expenses Per Program Summary	<u>(115)</u>

# PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



## 2018 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective receiving of residential waste for reuse, recycling, composting or disposal
- ◆ To be financially accountable for the revenue received from user fees and minimize the shortfall, to the extent possible, recovered through property tax rates

### Description of Program Activities:

- ◆ Completion of Remedial Action Plan (RAP)
- ◆ Complete work necessary to convert from a landfill operation to a waste management facility
- ◆ Receive and transfer residential and commercial garbage waste
- ◆ Receive and transfer recyclable and reusable material such as: Blue Box materials, scrap metals, leaf & yard waste, tires, appliances, electronic equipment, shingles, drywall and porcelain
- ◆ Receive and transfer household hazardous waste such as: paints, oils, batteries, propane tanks, solvents, CFC refrigerants, antifreeze, pesticides and fertilizers
- ◆ Operate a user pay waste disposal system

### Description of Program Resources:

- |                        |       |
|------------------------|-------|
| ◆ 2018 Full Time Staff | 2.000 |
| 2017 Full Time Staff   | 2.000 |

# PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



## 2018 Program Detail

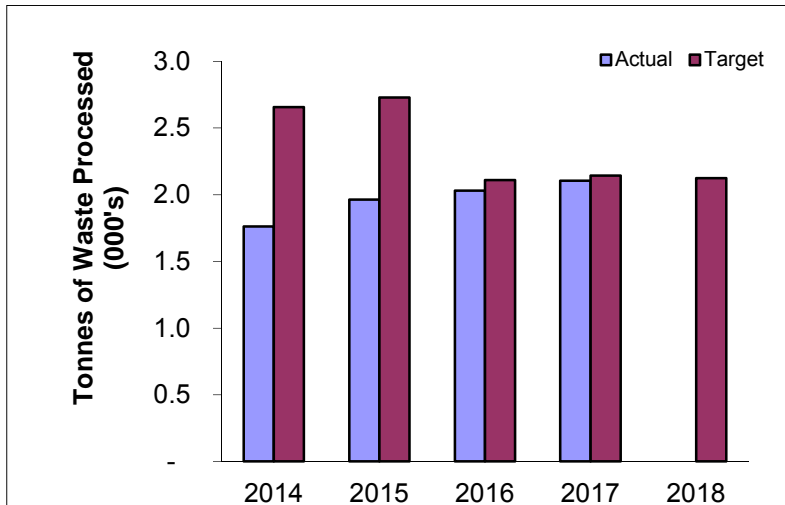
## Works - Solid Waste Management

### Performance Measurements:

In 2018:

- ◆ More than 14,000 customers are estimated to visit this site
- ◆ Estimated 2,100 tonnes of garbage, recyclables, compostables and re-useables received
- ◆ Estimated 1,000 tonnes of waste recycled, composted, or re-used

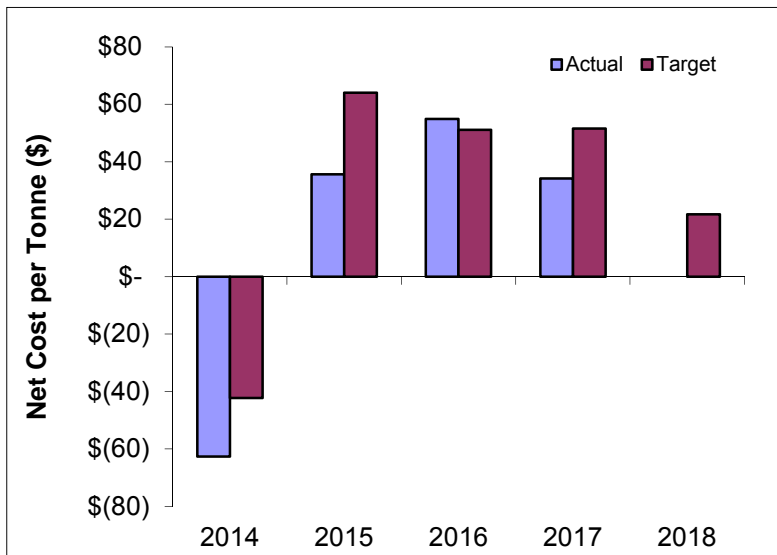
### Community Impact:



#### Tonnes of Waste Processed

*The tonnes of waste processed is indicative of service levels provided to the public at this facility.*

### Efficiency:



#### Net Cost per Tonne

*The net cost/revenue per tonne of waste reflects the cost to process waste at this facility. Brock landfill operation closed in 2014 and all waste will be hauled off-site at current contract prices.*



**PROGRAM 3  
BROCK WASTE MANAGEMENT FACILITY**



**2018 Program Detail**

**Works - Solid Waste  
Management**

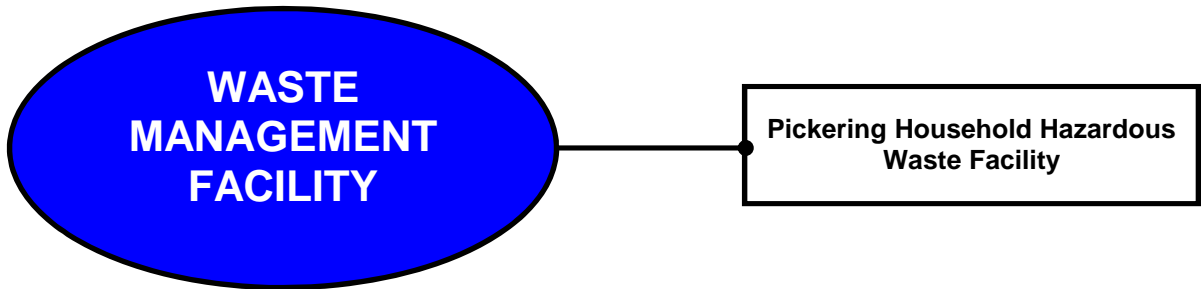
Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	185	171	177	-	177
Payroll Maintenance Management - Charge	-	10	10	(10)	-
<b>Net Personnel Expenses</b>	<b>185</b>	<b>181</b>	<b>187</b>	<b>(10)</b>	<b>177</b>
Personnel Related	2	4	4	-	4
Communications	3	3	3	-	3
Supplies	-	-	-	1	1
Materials & Services	5	15	15	(5)	10
Buildings & Grounds Operations	8	15	15	-	15
Equipment Maintenance & Repairs	60	101	101	(25)	76
Contracted Services	178	200	164	4	168
Financial Expenses	3	2	2	1	3
<b>Operating Expenses Subtotal</b>	<b>444</b>	<b>521</b>	<b>491</b>	<b>(34)</b>	<b>457</b>
<b>Total Expenses</b>	<b>444</b>	<b>521</b>	<b>491</b>	<b>(34)</b>	<b>457</b>
<b>Revenues</b>					
Subsidy	(107)	(124)	(124)	-	(124)
Fees & Service Charges	(264)	(287)	(287)	-	(287)
<b>Total Revenues</b>	<b>(371)</b>	<b>(411)</b>	<b>(411)</b>	<b>-</b>	<b>(411)</b>
<b>Net Program Expenses</b>	<b>73</b>	<b>110</b>	<b>80</b>	<b>(34)</b>	<b>46</b>

# PROGRAM 4 PICKERING WASTE MANAGEMENT FACILITY



**2018 Program Detail**

**Works - Solid Waste  
Management**



## **Purpose:**

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective receiving and bulking of residential household hazardous wastes for proper disposal

## **Description of Program Activities:**

- ◆ This is a contracted service at a private waste transfer facility; there is no charge to Durham residents delivering source separated household hazardous wastes, not mixed with any other waste materials
- ◆ Receiving and bulking of household hazardous wastes such as: paints, oils, batteries, propane tanks, antifreeze, pesticides and fertilizers

# PROGRAM 4 PICKERING WASTE MANAGEMENT FACILITY



## 2018 Program Detail

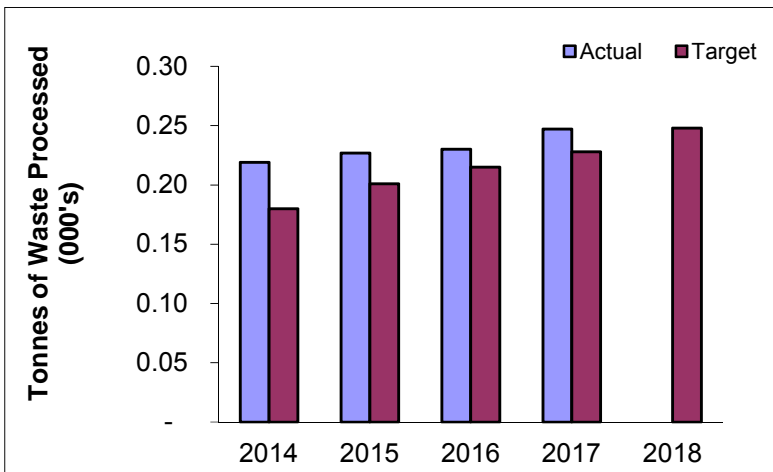
## Works - Solid Waste Management

### Performance Measurements:

In 2018:

- ◆ More than 4,500 customers estimated to visit the household hazardous waste depot
- ◆ Collection at the depot is a contracted service at a privately operated waste disposal facility

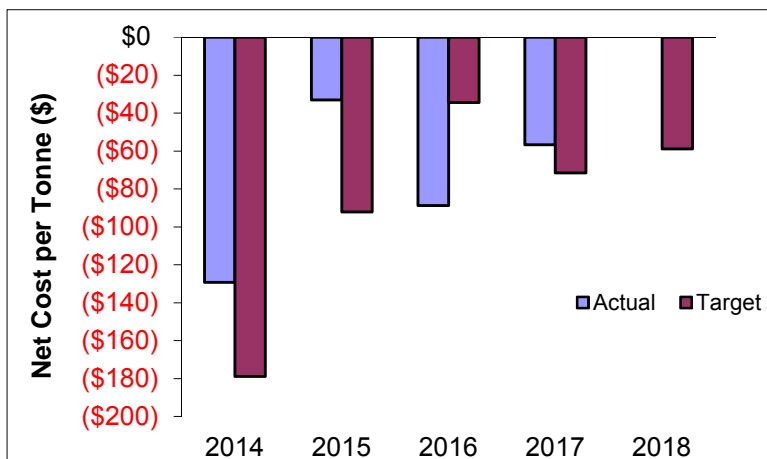
### Community Impact:



#### Tonnes of Waste Processed

*The tonnes of waste processed is indicative of service levels provided to the public at this facility.*

### Efficiency:



#### Net Cost per Tonne

*The net cost per tonne of waste reflects the cost to process household hazardous waste at this facility. The negative cost per tonne is based on industry subsidies received for various materials (eg. batteries).*

**PROGRAM 4  
PICKERING WASTE MANAGEMENT FACILITY**



**2018 Program Detail**

**Works - Solid Waste  
Management**

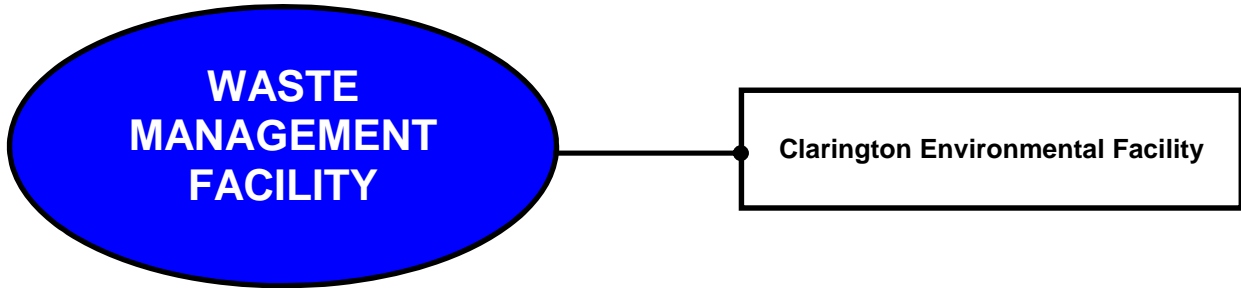
Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Materials & Services	68	68	68	-	68
Contracted Services	45	46	42	2	44
<b>Total Expenses</b>	<b>113</b>	<b>114</b>	<b>110</b>	<b>2</b>	<b>112</b>
<b>Revenues</b>					
Subsidy	(122)	(122)	(122)	-	(122)
Fees & Service Charges	(5)	(7)	(7)	3	(4)
<b>Total Revenues</b>	<b>(127)</b>	<b>(129)</b>	<b>(129)</b>	<b>3</b>	<b>(126)</b>
<b>Net Program Expenses</b>	<b>(14)</b>	<b>(15)</b>	<b>(19)</b>	<b>5</b>	<b>(14)</b>

# PROGRAM 5 CLARINGTON ENVIRONMENTAL FACILITY



## 2018 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective receiving and bulking of residential household hazardous wastes for proper disposal

### Description of Program Activities:

- ◆ This is a new facility operated by the Region, that fulfills the requirements for the establishment of a Municipal Hazardous Special Waste (MHSW) facility in Clarington as per the Host Community Agreement. There is no charge to Durham residents delivering source separated household hazardous wastes. No other waste materials will be accepted at this site.
- ◆ Receiving and bulking of household hazardous wastes such as: paints, oils, batteries, propane tanks, antifreeze, pesticides and fertilizers

### Description of Program Resources:

- ◆ 2018 Full Time Staff 2.000

Two (2) Waste Disposal Clerks to support on-going operational requirements for the new facility in Clarington, effective July 1, 2018 (2.000 FTE's). One (1) Waste Disposal Clerk is a temporary to permanent conversion

**PROGRAM 5  
CLARINGTON ENVIRONMENTAL FACILITY**



**2018 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	-	40	40	44	84
Personnel Related	-	-	-	1	1
Communications	-	2	2	-	2
Supplies	-	1	1	5	6
Equipment Maintenance & Repairs	-	5	5	-	5
Vehicle Operations	-	7	7	-	7
Contracted Services	-	25	26	(1)	25
Minor Assets & Equipment	-	-	-	25	25
<b>Gross Operating Expenses</b>	<b>-</b>	<b>80</b>	<b>81</b>	<b>74</b>	<b>155</b>
<b>Tangible Capital Assets</b>					
New	1	1	-	100	100
<b>Total Tangible Capital Assets</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>100</b>	<b>100</b>
<b>Total Expenses</b>	<b>1</b>	<b>81</b>	<b>81</b>	<b>174</b>	<b>255</b>
<b>Revenues</b>					
Subsidy	-	(61)	(61)	-	(61)
Fees & Service Charges	-	(3)	(3)	-	(3)
<b>Total Revenues</b>	<b>-</b>	<b>(64)</b>	<b>(64)</b>	<b>-</b>	<b>(64)</b>
<b>Net Program Expenses</b>	<b>1</b>	<b>17</b>	<b>17</b>	<b>174</b>	<b>191</b>

\* Tangible Capital Assets are stated separately on the Program Summary

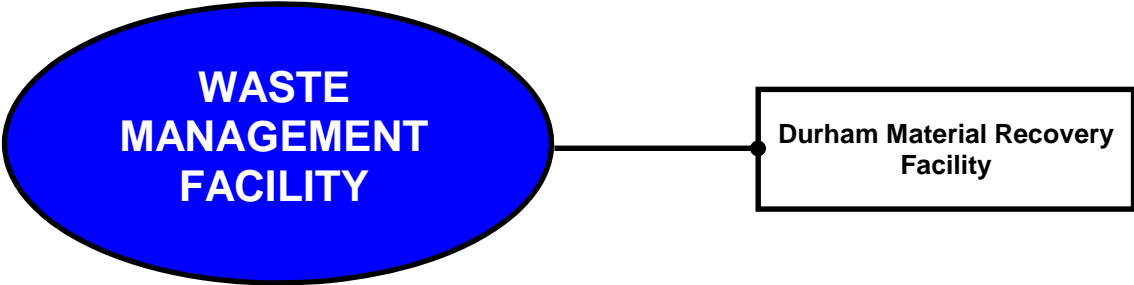
Net Program Expenses Per Above	191
Less: Tangible Capital Assets	(100)
Net Operating Program Expenses Per Program Summary	<u>91</u>

**PROGRAM 6  
DURHAM MATERIAL RECOVERY FACILITY**



**2018 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective receipt and processing of blue box materials for end markets
- ◆ To maximize recycling material revenues received from end markets through materials quality assurance

**Description of Program Activities:**

- ◆ Receive residential Blue Box Materials
- ◆ Process Blue Box Materials for end markets
- ◆ Facility is operated through a combination of Regional staff and a private contractor

**Description of Program Resources:**

◆ 2018 Full Time Staff	4.000
2017 Full Time Staff	4.000

# PROGRAM 6 DURHAM MATERIAL RECOVERY FACILITY



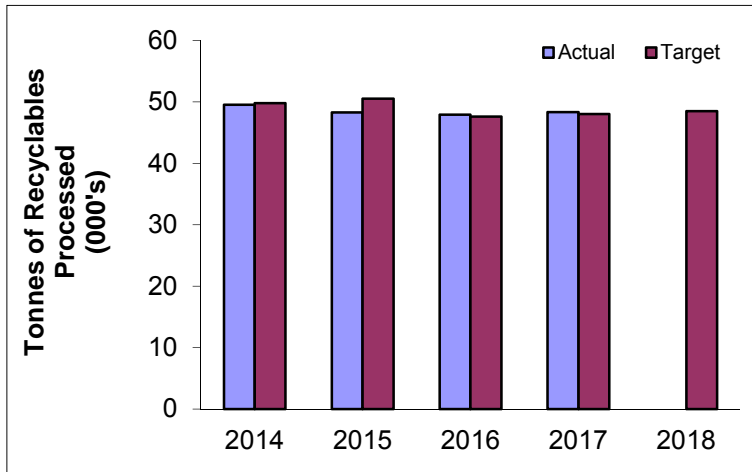
## 2018 Program Detail

## Works - Solid Waste Management

### Performance Measurements:

- ◆ Daily site inspections are undertaken for safety, cleanliness and product quality control
- ◆ All recyclables are weighed over computerized weigh scales to determine accurate weights of materials

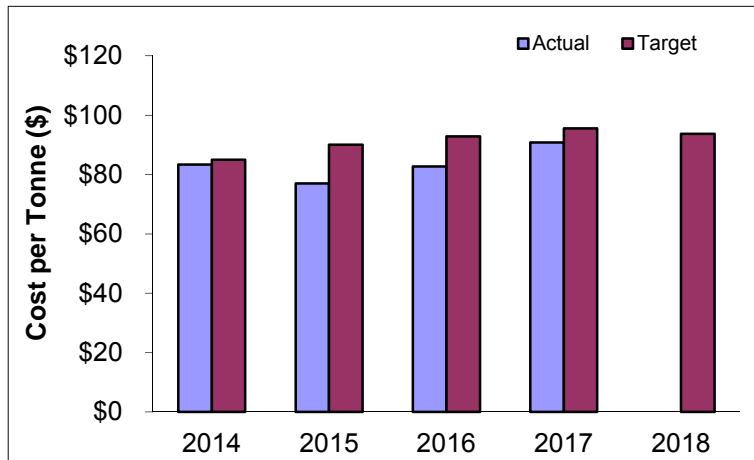
### Community Impact:



#### Residential Recyclable Tonnes

*Residential recyclable tonnes is indicative of participation levels of waste diversion initiatives. Measures have been reported since 2006. Commencing 2008, collections from all municipalities have been processed through the MRF. No significant tonnage increases have occurred due to ongoing light-weighting of packaging materials collected in the Blue Box.*

### Efficiency:



#### Cost per Tonne

*The cost per tonne of waste reflects the cost to process recyclables at this facility.*



**PROGRAM 6  
DURHAM MATERIAL RECOVERY FACILITY**



**2018 Program Detail**

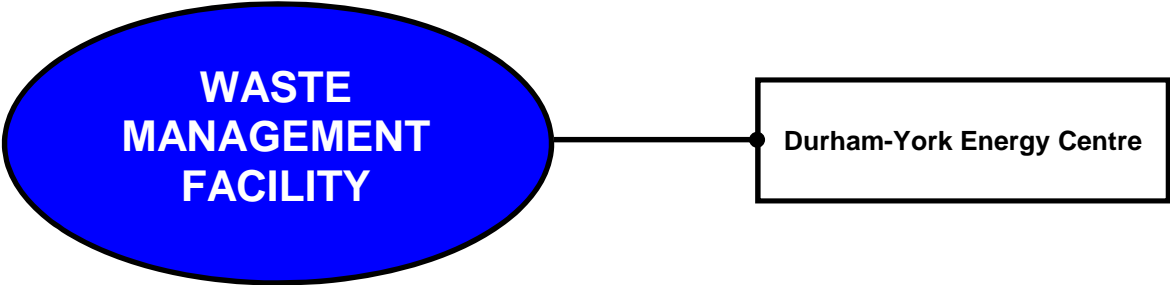
**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	323	336	348	-	348
Payroll Maintenance Management - Charge	-	1	1	-	1
<b>Net Personnel Expenses</b>	<b>323</b>	<b>337</b>	<b>349</b>	<b>-</b>	<b>349</b>
Communications	-	2	2	-	2
Materials & Services	2	13	13	-	13
Buildings & Grounds Operations	20	47	47	-	47
Equipment Maintenance & Repairs	22	22	22	-	22
Vehicle Operations	4	7	7	-	7
Contracted Services	4,014	4,158	4,052	276	4,328
<b>Operating Expenses Subtotal</b>	<b>4,385</b>	<b>4,586</b>	<b>4,492</b>	<b>276</b>	<b>4,768</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Service Recoveries	(4,385)	(4,586)	(4,492)	(51)	(4,543)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(4,385)</b>	<b>(4,586)</b>	<b>(4,492)</b>	<b>(51)</b>	<b>(4,543)</b>
<b>Gross Operating Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225</b>	<b>225</b>
<b>Revenues</b>					
Sundry Revenue	-	-	-	(225)	(225)
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(225)</b>	<b>(225)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2018 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

- ◆ The Durham/York Energy Centre (DYEC) is a thermal treatment facility capable of processing post-diversion residual waste (i.e. solid waste), recovering materials and producing energy of sufficient quality and quantity to sell to the market place under a long-term 20 year contract with the Independent Electricity System Operator (IESO)
- ◆ The DYEC provides a local long-term solution for the responsible management and disposal of residual municipal solid waste. The DYEC has been operational since 2016.

**Description of Program Activities:**

- ◆ To receive residential garbage waste and process materials to generate energy
- ◆ To complete all monitoring plans and obtain approval from Ministry of the Environment and Climate Change (MOECC)
- ◆ To meet all obligations of Certificate of Approval (C of A) and Environmental Assessment (EA)
- ◆ Operation of the new state of the art waste disposal facility

**Description of Program Resources:**

◆ 2018 Full Time Staff	3.000
2017 Full Time Staff	3.000

**PROGRAM 7  
DURHAM-YORK ENERGY CENTRE**



**2018 Program Detail**

**Works - Solid Waste  
Management**

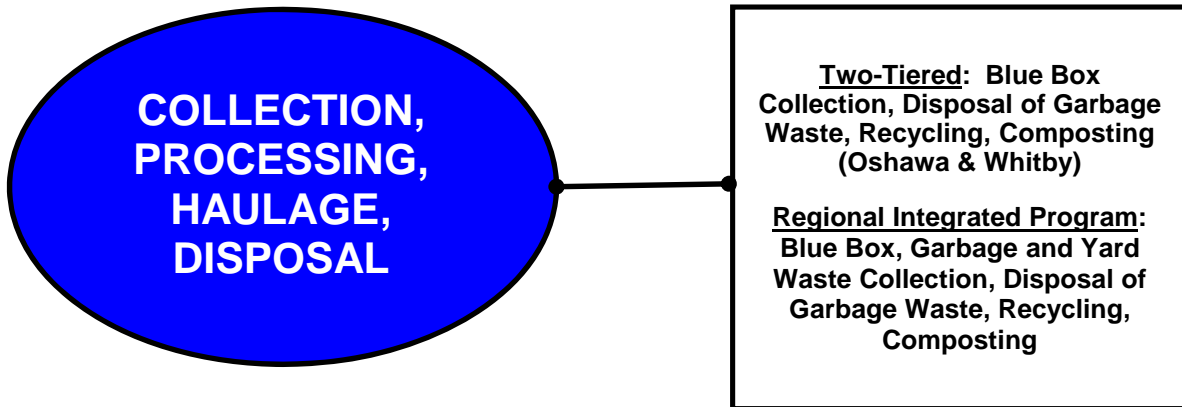
Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	167	255	263	(10)	253
Personnel Related	3	9	9	-	9
Communications	14	14	14	-	14
Supplies	5	9	9	-	9
Utilities	9	4	7	-	7
Computer Maintenance & Operations	5	100	100	-	100
Purchased Services	8	17	17	-	17
Education Centre	7	16	16	-	16
Buildings & Grounds Operations	25	25	25	-	25
Equipment Maintenance & Repairs	3	3	3	-	3
Environmental / Operation Technical Support	325	325	325	100	425
Environmental Monitoring / Audit	660	600	480	-	480
Additional Stack Testing	100	150	100	-	100
Committee Support	30	40	40	-	40
Contracted Services	16,451	16,452	16,437	-	16,437
Leased Facilities Expenses	8	5	7	1	8
Property Taxes	811	817	747	-	747
<b>Total Expenses</b>	<b>18,631</b>	<b>18,841</b>	<b>18,599</b>	<b>91</b>	<b>18,690</b>
<b>Revenues</b>					
By Product Materials	(525)	(413)	(419)	-	(419)
Electric Power Revenue	(6,000)	(6,969)	(6,976)	-	(6,976)
York Cost Sharing	(4,590)	(4,024)	(4,057)	(50)	(4,107)
<b>Total Revenues</b>	<b>(11,115)</b>	<b>(11,406)</b>	<b>(11,452)</b>	<b>(50)</b>	<b>(11,502)</b>
<b>Net Program Expenses</b>	<b>7,516</b>	<b>7,435</b>	<b>7,147</b>	<b>41</b>	<b>7,188</b>

# PROGRAM 8 COLLECTION, PROCESSING AND DISPOSAL



## 2018 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To protect and enhance the environment
- ◆ To provide Blue Box recycling, porcelain bathroom fixtures, waste electronics, and batteries collection and processing services to residential and multi-residential sectors
- ◆ To provide curbside, apartment, and bulky waste disposal services to residential, multi-residential and some small businesses
- ◆ To provide Green Bin, yard waste and Christmas tree collection services and processing to the residential sector
- ◆ To ensure a high service level and standardized service levels for collection Region-wide, including the Regional integrated collection program
- ◆ To maintain continued partnerships with Oshawa and Whitby who are responsible for their collection of garbage, leaf, yard and kitchen waste
- ◆ To maintain continued partnerships with Oshawa and Whitby who are responsible for their collection of garbage, leaf, yard and kitchen waste

### Description of Program Activities:

- ◆ Curbside Blue Box recycling, waste electronics, porcelain bathroom fixtures and batteries collection
- ◆ Curbside Green Bin kitchen food waste, yard waste and Christmas tree collection
- ◆ High-rise apartment building Blue Box recycling, waste electronics, batteries and garbage collection
- ◆ Disposal of curbside and apartment building garbage waste
- ◆ Disposal of bulky goods and composting of Green Bin organics, yard waste and Christmas trees
- ◆ Sorting of Blue Box recyclables in preparation for marketing and sales
- ◆ Haulage and disposal of residual garbage waste
- ◆ Conduct a mixed waste processing pilot in 2018 in preparation for the implementation of the new provincial organics management framework.

# PROGRAM 8 COLLECTION, PROCESSING AND DISPOSAL

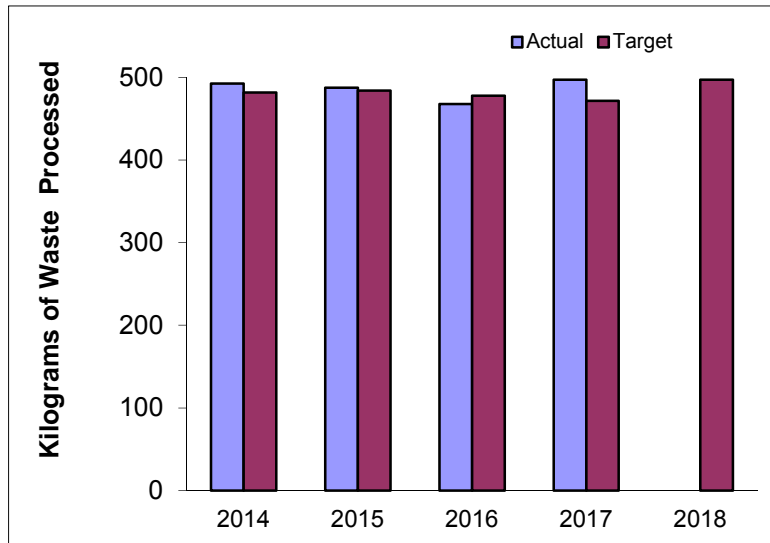


## 2018 Program Detail

## Works - Solid Waste Management

### Performance Measurements:

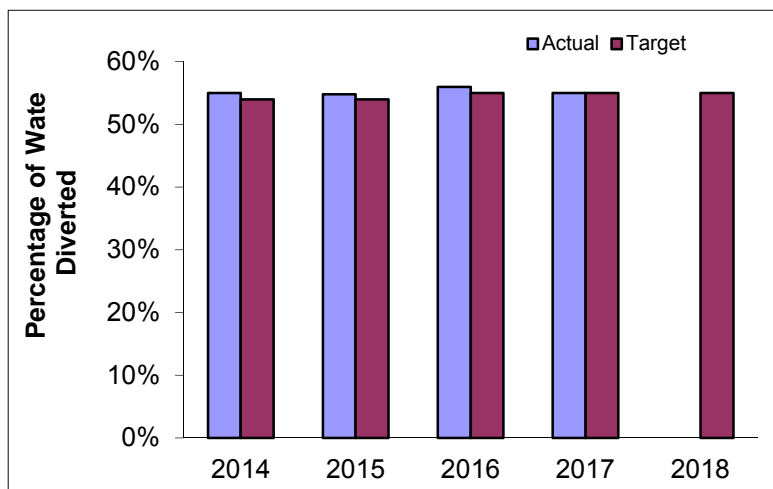
#### Effectiveness:



#### Residential Solid Waste Disposed - per household

*This measure reflects the total curbside garbage waste generated per household collected by the Region annually.*

#### Community Impact:



#### Regional Waste Diversion Rate

*This measure reflects the percentage of residential waste being diverted from landfill.*

**PROGRAM 8  
COLLECTION, PROCESSING AND DISPOSAL**



**2018 Business Plan**

**Works - Solid Waste  
Management**

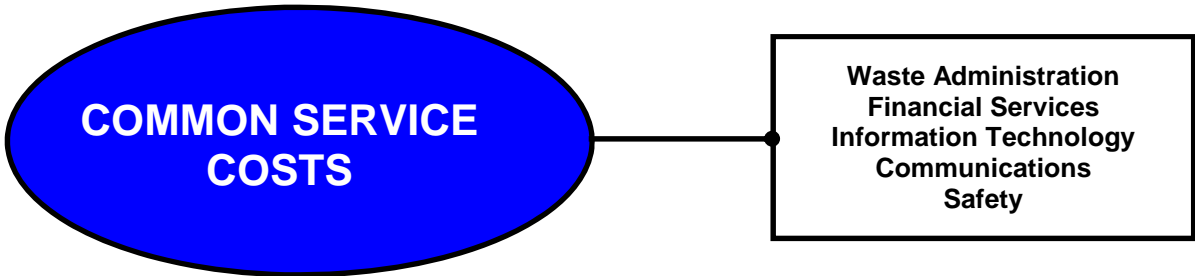
By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Collection Services</b>					
a) Garbage	4,291	4,298	4,319	27	4,346
b) Blue Box Curbside Recycle	10,800	10,928	10,947	41	10,988
c) Composting	3,085	3,044	3,050	82	3,132
d) Other Diversion	89	80	81	6	87
<b>Collection Services Subtotal</b>	<b>18,265</b>	<b>18,350</b>	<b>18,397</b>	<b>156</b>	<b>18,553</b>
<b>Disposal &amp; Processing Services</b>					
e) Garbage	1,844	2,437	1,899	(196)	1,703
f) Blue Box Curbside Recycle	4,385	4,586	4,492	51	4,543
g) Composting	6,696	6,607	6,622	196	6,818
h) Other Diversion	(4)	15	16	1	17
i) Diversion Promotional Items	242	358	336	17	353
j) Waste Composition Study	-	-	-	1,306	1,306
<b>Disposal &amp; Processing Services Subtotal</b>	<b>13,163</b>	<b>14,003</b>	<b>13,365</b>	<b>1,375</b>	<b>14,740</b>
<b>Net Program Expenses</b>	<b>31,428</b>	<b>32,353</b>	<b>31,762</b>	<b>1,531</b>	<b>33,293</b>

**PROGRAM 9  
WASTE ADMINISTRATION**



**2018 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

- ◆ To protect and enhance the environment
- ◆ To provide the necessary managerial, supervisory, and technical staff resources and the administrative support services to operate the Region's integrated Waste Management programs
- ◆ To undertake special waste studies using consultants and staff for required public consultation programs, liaison with external Ministry programs and prepare reports to the Province and Regional Council

**Description of Program Activities:**

- ◆ Activities include responding to inquiries on collection services, providing information, tender preparations, authorizing payments, resolving complaints by others, inspections, attending public events
- ◆ Program activities include management of consultant and contractor agreements and services to assist Waste Management staff in operating existing and developing new waste diversion programs, ensuring compliance with Provincial Regulations, researching other technical assignments and developing promotional and educational materials
- ◆ Administration costs include inter-departmental and Works department charges for information technology, communications, safety, and financial services

**Description of Program Resources:**

◆ 2018 Full time staff	30.620
2017 Full time staff	30.620

**PROGRAM 9  
WASTE ADMINISTRATION**



**2018 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	2,722	3,258	3,418	(17)	3,401
Personnel Related	74	112	112	(16)	96
Communications	27	28	28	(1)	27
Supplies	18	23	23	-	23
Materials & Services	7	6	6	15	21
Equipment Maintenance & Repairs	2	1	1	-	1
Vehicle Operations	40	60	60	-	60
Professional Services	246	219	219	-	219
<b>Operating Expenses Subtotal</b>	<b>3,136</b>	<b>3,707</b>	<b>3,867</b>	<b>(19)</b>	<b>3,848</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate Communicatons Charge	75	75	88	9	97
Corporate IT Charge	146	146	146	-	146
Corporate HR Charge	50	50	50	-	50
Finance Charge	50	50	64	-	64
Recovery - Works - General Tax	(3)	(3)	(3)	-	(3)
Recovery - Regional Environmental Lab	(14)	(14)	(14)	-	(14)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>304</b>	<b>304</b>	<b>331</b>	<b>9</b>	<b>340</b>
<b>Gross Operating Expenses</b>	<b>3,440</b>	<b>4,011</b>	<b>4,198</b>	<b>(10)</b>	<b>4,188</b>
<b>Tangible Capital Assets</b>					
New	42	42	-	53	53
Replacement	28	28	39	-	39
<b>Total Tangible Capital Assets</b>	<b>70</b>	<b>70</b>	<b>39</b>	<b>53</b>	<b>92</b>
<b>Total Expenses</b>	<b>3,510</b>	<b>4,081</b>	<b>4,237</b>	<b>43</b>	<b>4,280</b>



**PROGRAM 9  
WASTE ADMINISTRATION**



**2018 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Fees & Service Charges	(8)	(8)	(8)	2	(6)
Sundry Revenue	(16)	(16)	(16)	(5)	(21)
<b>Total Revenues</b>	<b>(24)</b>	<b>(24)</b>	<b>(24)</b>	<b>(3)</b>	<b>(27)</b>
<b>Net Program Expenses</b>	<b>3,486</b>	<b>4,057</b>	<b>4,213</b>	<b>40</b>	<b>4,253</b>

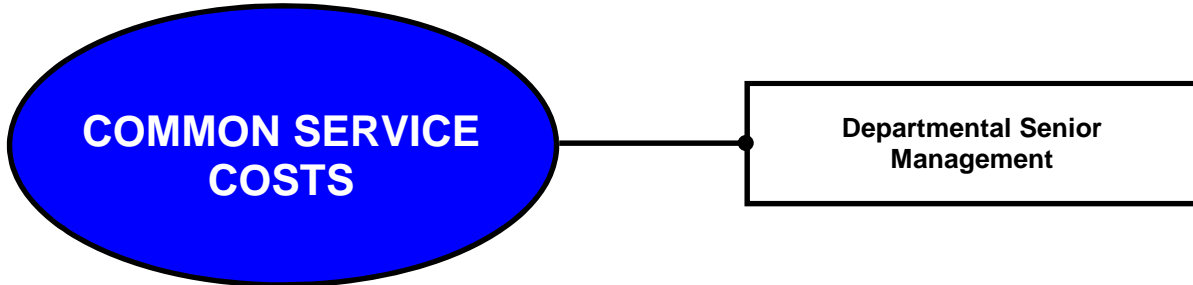
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,253
Less: Tangible Capital Assets	(92)
Net Operating Program Expenses Per Program Summary	<u>4,161</u>



**2018 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

- ◆ Provide overall direction and strategic planning for the Works Department with respect to the provision of Solid Waste Management services
- ◆ To ensure that all legislated requirements are adhered to and all operations remain in compliance with regulatory bodies

**Description of Program Activities:**

- ◆ Advise Committee of the Whole, Senior Management and Regional Council on all Works Department related matters
- ◆ Manage the operations of the Works Department through its divisions: Construction, Development Approvals, Engineering Planning and Studies, Environmental Services Design, Facilities Management, Financial Services, Maintenance Operations, Plants Operations, Transportation Design, Transportation Infrastructure, Traffic Engineering and Operations, Real Estate and Solid Waste Management
- ◆ Represent the Region's interests with other groups, including Provincial Ministries, other Regions and interest groups
- ◆ Provide administrative support to the general operations and special activities of the Works Department
- ◆ Coordination of Committee of the Whole reports for presentation to Regional Council related to Solid Waste Management

**Description of Program Resources:**

- |                        |       |
|------------------------|-------|
| ◆ 2018 Full Time Staff | 2.450 |
| 2017 Full Time Staff   | 2.450 |



**2018 Program Detail**

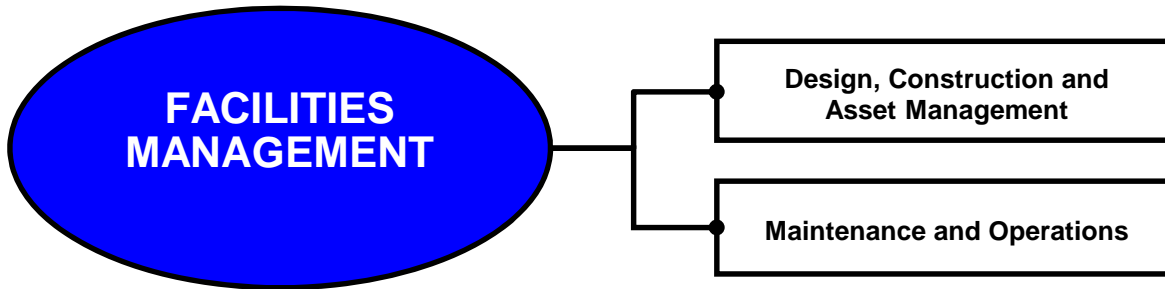
**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	377	377	405	-	405
Personnel Related	11	11	11	-	11
<b>Net Program Expenses</b>	<b>388</b>	<b>388</b>	<b>416</b>	<b>-</b>	<b>416</b>



**2018 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

Provide overall lifecycle management for Regional facilities including:

- ◆ Detailed design and construction of new facilities and leasehold improvements
- ◆ Lifecycle maintenance planning and replacement strategies
- ◆ Ongoing and preventative maintenance and overall operation of Regional facilities, properties and grounds through Regional and contracted forces
- ◆ Centralized security services

**Description of Program Activities:**

The Region has 216 facilities with an estimated total area of 501,080 square metres (5.4 million square feet), which generate a significant number of repair and maintenance requests over the course of a year. Major Regional facilities with complex heating, ventilation and air conditioning systems and a large number of occupants create a unique and challenging environment for facility related work

**Design, Construction and Asset Management**

- ◆ The Design, Construction and Asset Management unit provides project management services for all facility capital construction and maintenance projects undertaken by the Region, including those delivered for Social Housing, Long-Term Care and Durham Regional Police Service. The Design, Construction and Asset Management unit is responsible for managing all facets of facility construction projects from inception through to completion
- ◆ Office design and staff relocation are constant demands on any organization. The Design, Construction and Asset Management unit provides expertise to plan, supervise and implement these changes in a timely and professional manner with minimal effect on staff and the delivery of their programs
- ◆ As facilities age, a greater amount of time and resources are required to maintain them in an acceptable, reliable operating condition, and retain the inherent asset value. The Design, Construction and Asset Management unit is responsible for the Region wide condition and inspection program, which identifies and prioritizes the work required on Regional facilities, providing a life cycle management approach to prioritize state of good repair investments



**2018 Program Detail**

**Works - Solid Waste  
Management**

**Description of Program Activities (continued):**

- ◆ Services provided: Functional Review/Scope of Work determination; Budget estimates; Consultant selection; Council approvals as required; Design review oversight and management; Quotation and tenders; Construction management; Move/relocation management; Commissioning of facility; Warranty management; Project closeout; Post occupancy review; Leasehold renovations or office design and relocation services; Computer Assisted Drafting and Design (CAD) services; Long and short term accommodation studies; Maintain databases; Accommodation planning; Implementation of interior renovations; Furniture management

**Maintenance and Operations**

- ◆ Water Supply and Water Pollution Control Plants and Pumping Stations, Traffic, Maintenance and Transit Depots, Solid Waste/Recycling locations, Childcare Centres, Paramedic Stations and leased facilities require support, each with special facility maintenance and property needs based on the clientele and use
- ◆ All Regional facilities require service contracts to complement the daily operation of the facility so client programs may be delivered effectively, such as boiler/heating/air systems, elevators, backflow prevention, fire and life safety, ground maintenance and custodial/environmental services
- ◆ Services provided: Planned preventative maintenance; Contract administration; Occupant support; 24/7 Emergency response; Custodial services
- ◆ In addition to the Region's 216 facilities, the Facilities Management division also looks after the security of the Regional Administration Headquarters building, including access control, security patrol and guard services, and CCTV installation, operation and maintenance
- ◆ Services provided: Security access control; Parking management; Response to Emergency Alarm System; Key control administration; Photo I.D. cards; 24/7 response to Security Systems Alarms

**Description of Program Resources:**

- ◆ 2018 Full Time Employees                      7.362
- ◆ 2017 Full Time Employees                      7.006

One (1) Policy Analyst to develop and analyze the long term facility needs, and assist in planning for capital work to sustain Regional facility assets. This position is shared with General Tax, Water Supply and Sanitary Sewerage (0.178 FTE)

One (1) Project Coordinator to provide updated base building drawings and manage of As-Built/Record drawings for Regional facilities. This position is shared with General Tax, Water Supply and Sanitary Sewerage (0.178 FTE)

**Performance Measurements:**

- ◆ Compliance with all building code standards
- ◆ Monitoring of costs
- ◆ Investigation and resolution of all requests/complaints

**PROGRAM 11  
FACILITIES MANAGEMENT**



**2018 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	757	809	828	18	846
Payroll Maintenance Management - Recovery	(100)	(126)	(126)	17	(109)
<b>Net Payroll Expenses</b>	<b>657</b>	<b>683</b>	<b>702</b>	<b>35</b>	<b>737</b>
Personnel Related	20	29	29	(2)	27
Communications	7	9	8	(2)	6
Supplies	9	11	11	-	11
Utilities	113	132	140	-	140
Computer Maintenance & Operations	6	7	8	-	8
Materials & Services	6	11	10	(3)	7
Buildings & Grounds Operations	336	322	322	26	348
Equipment Maintenance & Repairs	16	15	14	(6)	8
Vehicle Operations	9	8	8	-	8
Professional Services	1	5	5	3	8
Contracted Services	64	134	135	(65)	70
Financial Expenses	132	132	137	1	138
Property Taxes	310	301	322	-	322
Major Repairs & Renovations	141	141	96	90	186
<b>Operating Expenses Subtotal</b>	<b>1,827</b>	<b>1,940</b>	<b>1,947</b>	<b>77</b>	<b>2,024</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works - General Tax Charge	8	8	8	-	8
Works - Facilities Management Charge	73	123	123	(14)	109
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>81</b>	<b>131</b>	<b>131</b>	<b>(14)</b>	<b>117</b>
<b>Gross Operating Expenses</b>	<b>1,908</b>	<b>2,071</b>	<b>2,078</b>	<b>63</b>	<b>2,141</b>

**PROGRAM 11  
FACILITIES MANAGEMENT**



**2018 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Tangible Capital Assets</b>					
New	100	100	-	70	70
Replacement	16	16	70	269	339
<b>Total Tangible Capital Assets</b>	<b>116</b>	<b>116</b>	<b>70</b>	<b>339</b>	<b>409</b>
<b>Net Program Expenses</b>	<b>2,024</b>	<b>2,187</b>	<b>2,148</b>	<b>402</b>	<b>2,550</b>

\* Tangible Capital Assets are stated separately on the Program Summary

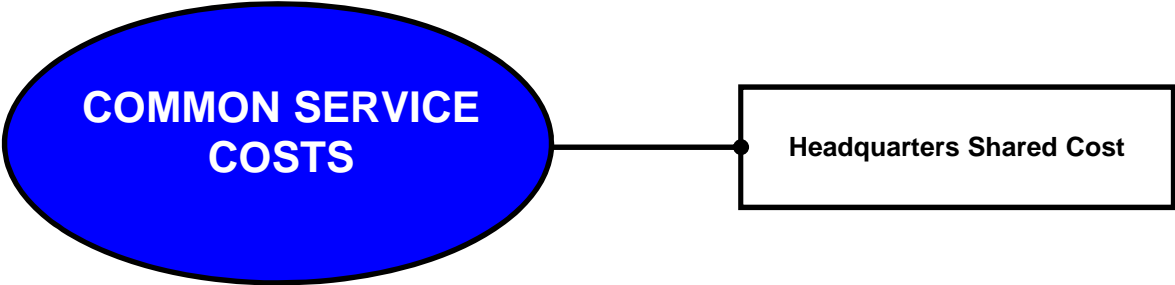
Net Program Expenses Per Above	2,550
Less: Tangible Capital Assets	(409)
Net Operating Program Expenses Per Program Summary	<u>2,141</u>

**PROGRAM 12  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

- ◆ Share of operating and maintenance costs for Regional Headquarters



**PROGRAM 12  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 12  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Works - Solid Waste  
Management**

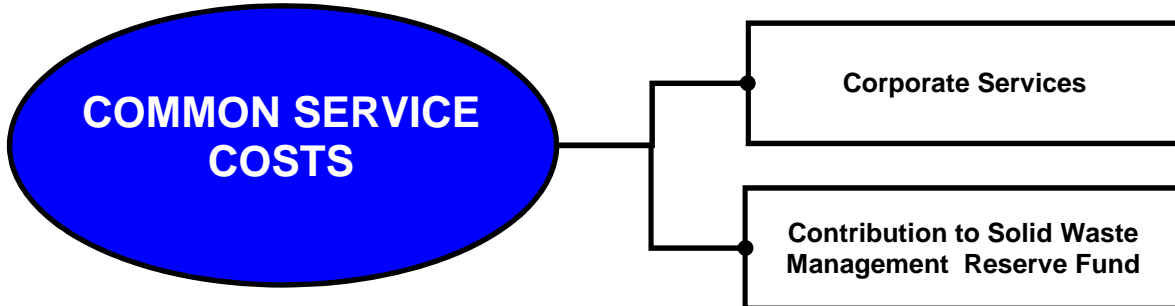
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>197</b>	<b>197</b>	<b>181</b>	<b>20</b>	<b>201</b>

# PROGRAM 13 REGIONAL CORPORATE COSTS



## 2018 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To provide funding for the Region's Solid Waste Management Reserve Fund to assist in funding a significant capital forecast with minimal impacts to Regional taxpayers
- ◆ To guard against and stabilize tax impacts from unbudgeted and/or unanticipated volatility and fluctuations in factors beyond the Region's control

### Description of Program Activities:

- ◆ Contribution to Solid Waste Management Reserve fund for future Solid Waste Management capital programs
- ◆ Reserve fund contingency to mitigate tax impacts from unforeseen events beyond the Region's control

**PROGRAM 13  
REGIONAL CORPORATE COSTS**



**2018 Program Detail**

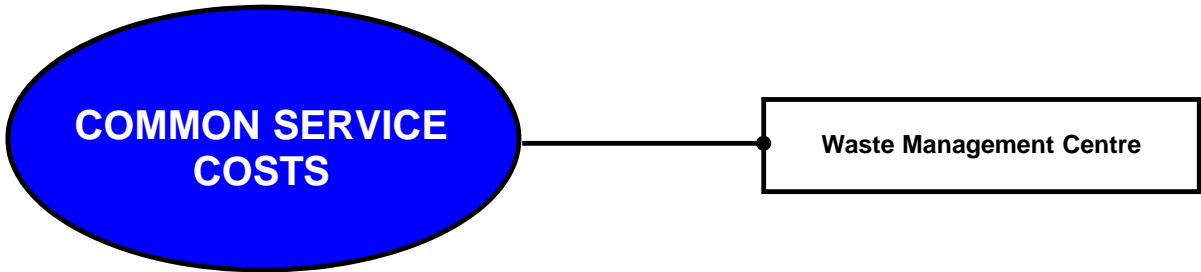
**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contribution to Waste					
Mangement Reserve Fund	2,575	2,575	2,575	-	2,575
<b>Operating Expenses Subtotal</b>	<b>2,575</b>	<b>2,575</b>	<b>2,575</b>	<b>-</b>	<b>2,575</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Departmental Charges	1,054	1,054	1,098	-	1,098
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>1,054</b>	<b>1,054</b>	<b>1,098</b>	<b>-</b>	<b>1,098</b>
<b>Net Program Expenses</b>	<b>3,629</b>	<b>3,629</b>	<b>3,673</b>	<b>-</b>	<b>3,673</b>



**2018 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

- ◆ To respond to telephone, waste app and e-mail inquiries from Region of Durham residents and other stakeholders regarding waste management programs
- ◆ To provide person-to-person customer service to Durham residents in the sale and exchange of Green Bins, kitchen catchers, Blue boxes, composters and garbage bag tags
- ◆ To administer Durham's call-in waste collection services
- ◆ To liaise between collection contractors and by-law compliance officers to ensure Durham residents receive the best waste management services
- ◆ To provide administrative and inventory data gathering and reporting support to ensure continuous improvement of Durham's waste collection programs
- ◆ To administer the garbage bag tag exemption for medical and large family program

**Description of Program Activities:**

- ◆ Assist the public by providing waste program information to address inquiries
- ◆ Maintain an inventory of Blue Boxes and Green Bins for sale to residents and delivery by waste contractors to new residents on a cost recovery basis

**Description of Program Resources:**

◆ 2018 Full Time Staff	5.000
2017 Full Time Staff	5.000



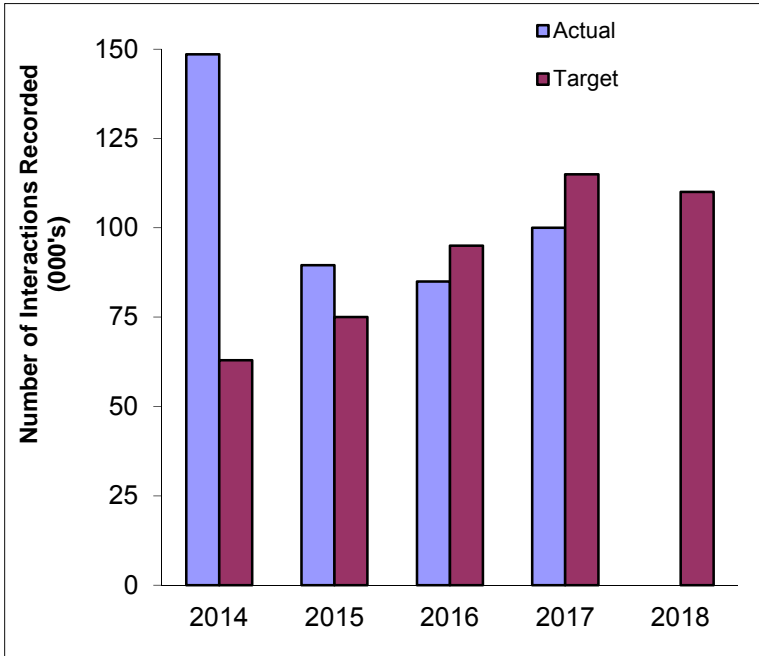
**2018 Program Detail**

**Works - Solid Waste Management**

**Performance Measurements:**

- ◆ Daily calls/e-mails received regarding information on the collection of garbage and recycled materials

**Customer Service Impact:**



**Number of Interactions Recorded**

*Waste program related calls from the public are entered into Lagan Customer Relationship Management (CRM) as interactions (inquiries, service requests, complaints). The number of interactions per year can fluctuate due to various factors including the seasonal nature of some programs and issues (yard waste, batteries, weather events), the introduction of new programs (porcelain, plastics), and community outreach of existing programs (green bin).*

**PROGRAM 14  
WASTE MANAGEMENT CENTRE**



**2018 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	458	511	521	-	521
Personnel Related	-	1	1	-	1
Communications	30	35	35	-	35
Supplies	4	6	6	-	6
Materials & Services	3	6	6	-	6
Equipment Maintenance & Repairs	2	1	1	-	1
Contracted Services	450	400	400	-	400
<b>Gross Operating Expenses</b>	<b>947</b>	<b>960</b>	<b>970</b>	<b>-</b>	<b>970</b>
<b>Tangible Capital Assets</b>					
New	1	1	-	-	-
<b>Total Tangible Capital Assets</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>948</b>	<b>961</b>	<b>970</b>	<b>-</b>	<b>970</b>
<b>Revenues</b>					
Fees & Service Charges	(300)	(240)	(240)	(39)	(279)
<b>Total Revenues</b>	<b>(300)</b>	<b>(240)</b>	<b>(240)</b>	<b>(39)</b>	<b>(279)</b>
<b>Net Program Expenses</b>	<b>648</b>	<b>721</b>	<b>730</b>	<b>(39)</b>	<b>691</b>

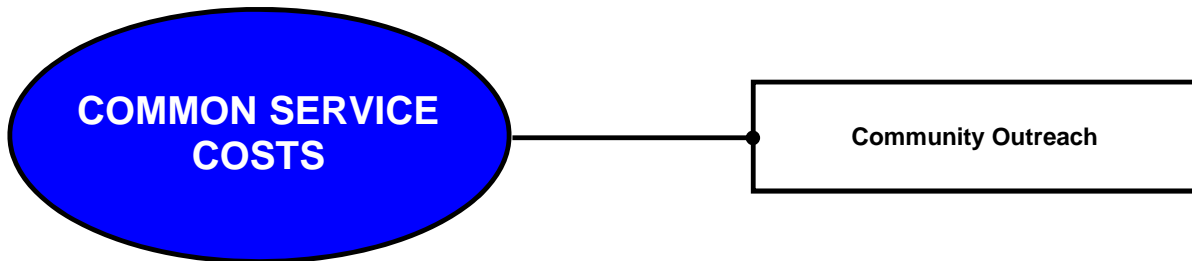
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	691
Less: Tangible Capital Assets	-
Net Operating Program Expenses Per Program Summary	<u>691</u>



**2018 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

- ◆ To protect and enhance the environment
- ◆ To promote participation in waste diversion programs
- ◆ To encourage an understanding of correct participation in programs
- ◆ To promote compliance with Regional waste management policies and by-laws

**Description of Program Activities:**

- ◆ Develop outreach and educational materials
- ◆ Use radio, newspapers, television, mobile app, public space advertising and the Region's website
- ◆ Support pilot programs to encourage the reduction of waste
- ◆ Provide waste collection calendars, brochures, door hangers and notices to residents about Regional waste programs
- ◆ Special public events and promotions by all media sources, i.e. Compost Events
- ◆ Special waste collection programs, such as batteries
- ◆ Provide staff for presentations, displays and public events
- ◆ Provide interactive presentations and hands on activities for school students through the waste education program



**PROGRAM 15  
COMMUNITY OUTREACH**



**2018 Program Detail**

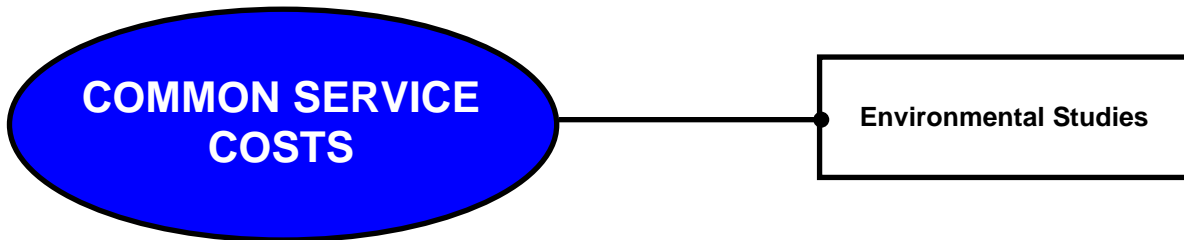
**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Communications	408	408	408	-	408
<b>Net Program Expenses</b>	<b>408</b>	<b>408</b>	<b>408</b>	<b>-</b>	<b>408</b>



**2018 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

- ◆ To protect and enhance the environment
- ◆ To provide monitoring and inspections for former closed landfill sites in the Region
- ◆ To ensure full environmental compliance now and for the future

**Description of Program Activities:**

- ◆ Conduct site inspections of former landfill sites
- ◆ Conduct regular monitoring on site
- ◆ Examine monitoring results and prepare annual technical reports
- ◆ Undertake repairs and improvements to sites
- ◆ Undertake testing of groundwater and surface water at all landfill sites
- ◆ Undertake amendments to Environmental Compliance Approval's for landfill and waste management facility operations
- ◆ Investigate landfill sites for compliance to current Provincial Regulations and report on findings
- ◆ Technical monitoring and evaluation are contracted services

**Performance Measurements:**

- ◆ Reporting to Ministry of the Environment and Climate Change (MOECC), as required
- ◆ Annual inspections by staff and consultants
- ◆ Special environmental investigations to ensure Regional Waste Management facilities are in compliance with MOECC Regulations

**PROGRAM 16  
ENVIRONMENTAL STUDIES**



**2018 Program Detail**

**Works - Solid Waste  
Management**

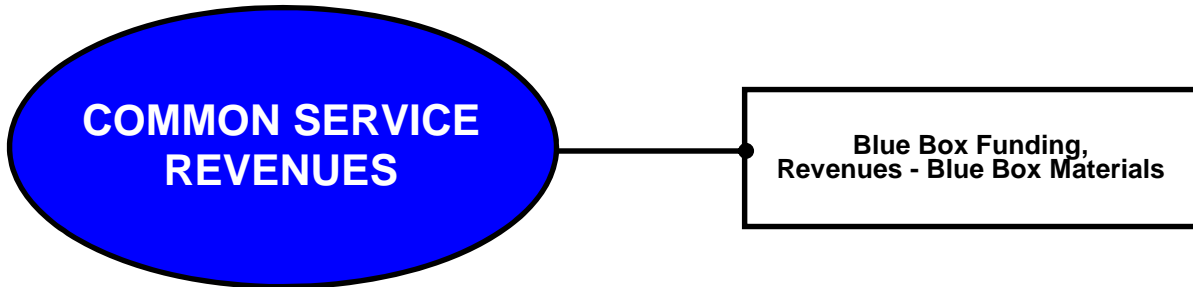
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Materials & Services	38	25	75	-	75
Buildings & Grounds Operations	35	77	127	-	127
Professional Services	135	105	175	-	175
<b>Net Program Expenses</b>	<b>208</b>	<b>207</b>	<b>377</b>	<b>-</b>	<b>377</b>

# PROGRAM 17 BLUE BOX REVENUES AND SUBSIDIES



## 2018 Program Detail

## Works - Solid Waste Management



### Purpose:

- ◆ To protect and enhance the environment
- ◆ To market and sell all Blue Box recyclables collected in Durham Region
- ◆ To research and develop end markets to obtain maximum revenues from the sale of Blue Box materials

### Description of Program Activities:

- ◆ Market newspaper and cardboard products as effectively as possible
- ◆ Sell steel and aluminum to industrial buyers
- ◆ Sell plastics to a variety of industrial buyers
- ◆ Market glass as effectively as possible
- ◆ Obtain Resource Productivity and Recovery Authority Funding from Stewardship Ontario
- ◆ Complete the annual data call survey in order to maximize Blue Box funding
- ◆ Investigate market conditions and respond to changes

**PROGRAM 17  
BLUE BOX REVENUES AND SUBSIDIES**



**2018 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Industry Funding	(5,765)	(5,765)	(5,765)	3	(5,762)
Fees & Service Charges	(6,099)	(4,767)	(4,768)	(399)	(5,167)
<b>Total Revenues</b>	<b>(11,864)</b>	<b>(10,532)</b>	<b>(10,533)</b>	<b>(396)</b>	<b>(10,929)</b>

**PROGRAM 18**  
**TANGIBLE CAPITAL ASSETS PROGRAM SUMMARY**



**2018 Business Plan**

**Works - Solid Waste  
Management**

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>18 Tangible Capital Assets:</b>	\$	\$	\$	\$	\$
Operations - New	44	44	-	153	153
Operations - Replacement	61	61	146	325	471
Facilities - New	100	100	-	70	70
Facilities - Replacement	16	16	70	269	339
Major Capital Projects	2,800	2,800	-	-	-
<b>Tangible Capital Assets Subtotal</b>	<b>3,021</b>	<b>3,021</b>	<b>216</b>	<b>817</b>	<b>1,033</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
Major Capital Projects - Continuous Improvement Fund Subsidy	(873)	(873)	-	-	-
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>(873)</b>	<b>(873)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Tangible Capital Assets Program Expenses</b>	<b>2,148</b>	<b>2,148</b>	<b>216</b>	<b>817</b>	<b>1,033</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$1,932)</b>		<b>(\$1,115)</b>
			<b>-89.94%</b>		<b>-51.91%</b>

**TANGIBLE CAPITAL ASSETS - NEW**



**2018 Business Plan**

**Works - Solid Waste**

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	Waste Total	Other Financing	Net Waste
09. Waste Administration	Waste Admin - By-Law	Laptop Computer	305	1	\$ 2,750	\$2,750	\$2,750	\$0	\$2,750
		1/2 Ton Pick-up Truck	306	1	\$ 50,000	\$50,000	\$50,000	\$0	\$50,000
11. Facilities Management	Brock WMF	Upgrade Security System	292	1	\$ 30,000	\$30,000	\$30,000	\$0	\$30,000
	Seaton	Seaton Facility Site Master Plan	142	1	\$ 160,000	\$160,000	\$40,000	\$0	\$40,000
05. Clarington Waste Management Facility	Clarington MHSW	Forklift	296	1	\$ 100,000	\$100,000	\$100,000	\$0	\$100,000
<b>Grand Total</b>						<b>\$342,750</b>	<b>\$222,750</b>	<b>\$0</b>	<b>\$222,750</b>

**Tangible Capital Asset Program Summary**

1 Operations - New	152,750
3 Facilities - New	70,000
	<b>222,750</b>



**2018 Business Plan**

**TANGIBLE CAPITAL ASSETS - REPLACEMENT**

**Works - Solid Waste**

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	Waste Total	Other Financing	Net Waste
01. Oshawa Waste Management Facility	Oshawa WMF	Front-end Loader	299	1	\$ 225,000	\$225,000	\$225,000	\$0	\$225,000
	Waste Facilities	Roll-off Bin Replacement Program	309	17	\$ 6,294	\$107,000	\$107,000	\$0	\$107,000
02. Scugog Waste Management Facility	Scugog WMF	Forklift	302	1	\$ 100,000	\$100,000	\$100,000	\$0	\$100,000
09. Waste Administration	Financial Services	Desktop Computer & Monitor Refresh	136	209	\$ 950	\$198,550	\$23,750	\$0	\$23,750
		Power Desktop Computer & Monitor Refresh	137	86	\$ 1,951	\$167,805	\$1,950	\$0	\$1,950
		Power Computer & Monitor Refresh	139	19	\$ 2,671	\$50,750	\$5,500	\$0	\$5,500
	Waste Facilities	Office Chairs	308	10	\$ 500	\$5,000	\$5,000	\$0	\$5,000
		Computer Printer	307	1	\$ 3,000	\$3,000	\$3,000	\$0	\$3,000
11. Facilities Management	Oshawa WMF	Asphalt Paving Resurfacing	300	1	\$ 70,000	\$70,000	\$70,000	\$0	\$70,000
	Brock WMF	Roadway Regrading	291	1	\$ 269,000	\$269,000	\$269,000	\$0	\$269,000
<b>Grand Total</b>						<b>\$1,196,105</b>	<b>\$810,200</b>	<b>\$0</b>	<b>\$810,200</b>

**Tangible Capital Asset Program Summary**

2 Operations - Replacement	471,200
4 Facilities - Replacement	339,000
	<u>810,200</u>





**2018 Program Detail**

**Works - Solid Waste  
Management**

## MAJOR CAPITAL PROJECTS

### **Purpose:**

- ◆ To plan, schedule, design, upgrade, construct and monitor the waste management infrastructure in order to provide quality services for existing and future customers

### **Description of Program Activities:**

- ◆ Development of an Organics Management Strategy Plan and pre-sort technologies employed at a centralized transfer facility to expand processing capacity and extract increased organics from the solid waste stream

TCA - MAJOR CAPITAL PROJECTS



**2018 Program Detail**

**Works - Solid Waste Management**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Tangible Capital Assets</b>					
Capital Fund Contribution	2,800	2,800	-	-	-
<b>Total Tangible Capital Assets</b>	<b>2,800</b>	<b>2,800</b>	<b>-</b>	<b>-</b>	<b>-</b>



# The Regional Municipality of Durham

## 2018 - 2027 Forecast - Major Capital Projects

### Works - Solid Waste Management

ITEM	2018 BUDGET ESTIMATES	2019 BUDGET ESTIMATES	2020 BUDGET ESTIMATES	2021 BUDGET ESTIMATES	2022 BUDGET ESTIMATES	2023 BUDGET ESTIMATES	2024 BUDGET ESTIMATES	2025 BUDGET ESTIMATES	2026 BUDGET ESTIMATES	2027 BUDGET ESTIMATES	2018 - 2027 BUDGET ESTIMATES
<b>Expenses</b>											
<b>Former Landfill sites (Blackstock, Darlington, Oshawa, Scugog, Scott and Whitby)</b>											
1 Major landfill protection improvements as required by the MOE											
Oshawa landfill											
Stormwater Management		-	700,000	550,000	150,000	300,000	250,000	150,000	300,000	\$ 150,000	2,550,000
Blackstock landfill											
Landscaping Restoration		193,250									193,250
Scugog landfill											
Remediation - Purchase Contaminant Attenuation Zone		500,000				-					500,000
Convert to Parkland								\$ 60,000	\$ 940,000		1,000,000
Scott landfill											
Landfill Reclamation (Mining)		2,325,000									2,325,000
Landscaping Restoration		251,200									251,200
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 3,269,450</b>	<b>\$ 700,000</b>	<b>\$ 550,000</b>	<b>\$ 150,000</b>	<b>\$ 300,000</b>	<b>\$ 250,000</b>	<b>\$ 210,000</b>	<b>\$ 1,240,000</b>	<b>\$ 150,000</b>	<b>\$ 6,819,450</b>
<b>Organics Management Strategy Plan</b>											
2 Construction		169,500,000									169,500,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 169,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 169,500,000</b>
<b>New Seaton Waste Management Facility</b>											
3 New Waste Management Facility to meet Provincial Regulations											
Final Design & Tendering				500,000							500,000
Construction				8,000,000							8,000,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,500,000</b>
<b>Solid Waste Management Tax Contribution</b>	<b>\$ -</b>	<b>\$ 172,769,450</b>	<b>\$ 700,000</b>	<b>\$ 9,050,000</b>	<b>\$ 150,000</b>	<b>\$ 300,000</b>	<b>\$ 250,000</b>	<b>\$ 210,000</b>	<b>\$ 1,240,000</b>	<b>\$ 150,000</b>	<b>\$ 184,819,450</b>

**Notes:**

Further details provided in the 2018 Solid Waste Management Servicing and Financing Study and subsequent studies, including updates of studies and business case analyses regarding eco-station facilities, waste transfer, landfill mining and organic management strategies or other pre-sort technologies. Required capital funding may include public or private partnerships and/or grants and will be identified throughout business cases and as part of future project approval processes.

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>HEALTH</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>277</b>
 <b><u>PUBLIC HEALTH</u></b>	
<b>PROGRAM SUMMARY .....</b>	<b>281</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>283</b>
 <b>PROGRAM DETAILS</b>	
1. Healthy Living .....	287
2. Healthy Families .....	293
3. Infectious Diseases.....	298
4. Health Protection .....	304
5. Health Analytics and Administration .....	311
6. Facilities Management.....	315
7. Headquarters Shared Cost .....	317
8. Contribution from Province .....	319
Tangible Capital Assets - New.....	321
Tangible Capital Assets - Replacement.....	322



2018 Business Plan

Health

Major Services & Activities

Healthy Living

- ◆ Promote and enforce the *Smoke-Free Ontario Act* and *Electronic Cigarettes Act*, including tobacco and e-cigarette vendor inspections; promote tobacco use prevention and cessation strategies.
- ◆ Improve adoption of healthy living behaviours to reduce the burden of preventable chronic diseases, substance misuse and reduce the burden of illness from preventable injuries.
- ◆ Reduce the health inequities related to chronic diseases, injuries and substance misuse such that everyone has equal opportunities for health.
- ◆ Implement education campaigns to promote healthy eating and physical activity.
- ◆ Promote and implement school and workplace wellness initiatives.
- ◆ Provide oral health clinical services including fluorides, sealants, cleaning and scaling for children and youth in need, and provide dental screening and oral health education for adults.

Healthy Families

- ◆ Provide services and resources to families with infants and young children with developmental concerns or special needs.
- ◆ Provide assessment, health information, counselling and referral services, through Durham Health Connection Line.
- ◆ Enable individuals and families to achieve optimal preconception, prenatal, maternal, newborn, child, youth, and family health; programs and activities address preconception and prenatal education, breastfeeding, positive parenting, family dynamics and growth and development milestones.

Infectious Diseases

- ◆ Administer vaccines for flu, hepatitis B, meningococcal C, and Human Papillomavirus (HPV), through community-based and school clinics; distribute vaccines to hospitals, clinics, physicians, etc.
- ◆ Monitor and enforce compliance with the *Immunization of School Pupils Act* (ISPA) and *Child Care and Early Years Act* (CCEYA).
- ◆ Investigate cases of infectious and communicable diseases; provide case and contact management.
- ◆ Investigate respiratory and enteric outbreaks in health care facilities and the community.
- ◆ Work with community partners to enhance infection prevention and control (IPAC) measures and improve public awareness regarding IPAC practices.
- ◆ Provide clinical services to prevent or reduce sexually transmitted infections.



2018 Business Plan

Health

Major Services & Activities (Continued)

Health Protection

- ◆ Conduct regular inspections of food premises, water facilities, personal services settings; inspect sewage systems.
- ◆ Investigate and conduct risk assessments of environmental health hazards, such as air quality.
- ◆ Enforce the *Health Protection and Promotion Act* and the *Healthy Menu Choices Act* through inspections, education and training; enforcement when necessary.
- ◆ Respond to public inquiries; provide information on environmental health issues.
- ◆ Plan and prepare to respond and recover from public health issues during health emergencies.
- ◆ Collaborate with community partners regarding climate change and the Harmonized Heat Warning and Information System (HWIS); distribution of KI pills related to nuclear emergency preparedness.

Paramedic Services

- ◆ Provide land ambulance and paramedic services, in compliance with provincial legislation.
- ◆ Enter all Ambulance Call Reports in database and conduct required reviews; audit all high priority calls.
- ◆ Participate in community and special events.

Health Analytics and Administration

- ◆ Provide epidemiological, analytical and research support to programs.
- ◆ Develop and create educational and health promotion materials and resources.
- ◆ Implement information privacy and security protocols for all personal health records.
- ◆ Provide administrative support services to programs.



**2018 Business Plan**

**Health**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal B.2 - Take a leadership role to provide accessible and responsive paramedic and public health services.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement a Strategy to support independent living and aging in place and identify residents at risk in order to connect them with appropriate health services.</li> <li>◆ Continue to build on the Health Department Quality Enhancement Plan (QEP) to ensure accessible public health in priority neighbourhoods.</li> <li>◆ Implement the Health Department annual Health Plan, which includes priorities to improve the accessibility of paramedic and public health services.</li> </ul>	

**Strategic Goal B.3 - Cultivate strong, safe and secure communities and healthy workplaces.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Build/expand Durham Region’s health protection, disease prevention and detection programs.</li> </ul>	

**Strategic Goal B.6 - Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Use Health Neighbourhood data to inform planning for all departments.</li> </ul>	

# STRATEGIC PLANNING



## 2018 Business Plan

## Health

Strategic Goals		
Goal	Description	Responsibility - Support
B.1	Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
C.1	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
C.2	Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.	
C.4	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	



## PROGRAM SUMMARY

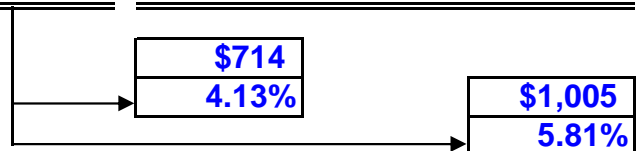


### 2018 Business Plan

### Public Health

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Healthy Living	8,355	8,984	9,186	(129)	9,057
2 Healthy Families	6,449	6,861	7,113	(5)	7,108
3 Infectious Diseases	10,125	10,845	11,027	52	11,079
4 Health Protection	5,150	5,032	5,138	(6)	5,132
5 Health Analytics and Administration	7,730	8,019	8,195	68	8,263
6 Facilities Management	616	625	577	(5)	572
7 Headquarters Shared Cost	1,956	1,956	1,797	198	1,995
<b>Operating Subtotal</b>	<b>40,381</b>	<b>42,322</b>	<b>43,033</b>	<b>173</b>	<b>43,206</b>
<b>Tangible Capital Assets*:</b>					
5 New	15	15	-	3	3
5/6 Replacement	270	270	288	115	403
<b>Tangible Capital Assets Subtotal</b>	<b>285</b>	<b>285</b>	<b>288</b>	<b>118</b>	<b>406</b>
<b>Total Program Expenses</b>	<b>40,666</b>	<b>42,607</b>	<b>43,321</b>	<b>291</b>	<b>43,612</b>
<b>Revenue Programs</b>					
8 Contribution from Province - Mandatory Programs	(25,320)	(25,320)	(25,320)	-	(25,320)
<b>Total Revenue Programs</b>	<b>(25,320)</b>	<b>(25,320)</b>	<b>(25,320)</b>	<b>-</b>	<b>(25,320)</b>
<b>Net Program Expenses</b>	<b>15,346</b>	<b>17,287</b>	<b>18,001</b>	<b>291</b>	<b>18,292</b>

### Summary of Increase (Decrease)



\* Excludes Tangible Capital Assets in 100% funded programs



**2018 Business Plan**

**Public Health**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	1,040	Economic increases
Operating Expenses	(120)	Remove one-time Professional Services
Operating Expenses	(6)	Utility savings
Operating Expenses	5	Inflationary increases
Operating Expenses	(159)	Headquarters shared cost
Major Repairs & Renovations	(42)	Remove one-time items
Tangible Capital Assets - New	(22)	Remove one-time items
Tangible Capital Assets - Replacement	18	Additional requirements
Salaries & Benefits	5	KI Pill distribution - Economic increases
Revenue	(5)	OPG - KI Pill distribution
	<u>714</u>	

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Public Health

(\$,000's)

### Healthy Living

#### Smoke Fee Ontario Act (SFOA) - Enforcement - HP

- ◆ New Position: 1 By-law Enforcement Officer, effective July 1, 2018 - new mandates by the Ministry of Health and Long-Term Care (MOHLTC) under SFOA require staff to increase enforcement on the sale of promotional items, the banning of flavoured tobacco products, and the sale, supply or distribution/seizure of improperly packaged tobacco, tobacco products, e-cigarettes, marijuana (proposed legislation) and water pipes and will need to be adequately resourced to ensure compliance. (Annualized cost is \$99k) 49
- ◆ Reduction in Part-time staffing to partially offset the cost of the new position. (27)

Subtotal 22

#### Chronic Disease Prevention

- ◆ Reduction in Advertising to align costs with actual expenses. (10)

Subtotal (10)

#### Dental Screening - Oral Health

- ◆ Reallocation of Salaries and Benefits to Healthy Smiles Ontario (HSO) program to align with work requirements. (175)
- ◆ Reduction in Office Supplies to align costs with actual expenses. (5)

Subtotal (180)

#### Healthy Smiles Ontario (HSO) - Oral Health

- ◆ New Position: 1 Navigation position, effective July 1, 2018 - the HSO Navigation function is included in the new Ontario Public Health Standards (OPHS) HSO standard. The function of the role is to work with both HSO clients and their parents, as well as community dentists, to help navigate through the new integrated HSO program. (Annualized cost is \$84k) 42
- ◆ Reallocation of Salaries and Benefits from Dental Screening to HSO to align with work requirements. 175
- ◆ Reduction in Professional Services based on forecasted requirement. (178)

Subtotal 39

(129)

### Healthy Families

#### Child and Youth Development

- ◆ Reduction in Property Rental to align costs to actual expenses. (5)

(5)

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Public Health

(\$,000's)

### Infectious Diseases

#### Infectious Diseases - HP

- |  |      |
|--|------|
| ◆ New Position: 1 Public Health Inspector, effective July 1, 2018, to respond to increased Ministry of Health and Long-Term Care (MOHLTC) requirements to follow up, track, disclose and report on emerging diseases (Ebola, MERS, CoV, Avian Influenza, Zika Virus, etc.), inspect the increased number of child care centres and personal service settings, and IPAC training. (Annualized cost is \$113k) | 57   |
| ◆ Tangible Capital Assets - New - laptop for PHI position.   | 1    |
| ◆ Increase in Part-time staff due to increased number of reports and cases of an expanding list of Vector Borne Diseases (VBD) including Lyme disease and other related tick illnesses, West Nile virus, Zika virus, Powassan virus, Rocky Mountain Spotted Fever, and others.   | 14   |
| ◆ Reduction in Purchased Services to align costs with actual expenses.   | (15) |

Subtotal	57
----------	----

#### Immunization

- |   |     |
|---|-----|
| ◆ Reduction in Consulting Services to align costs with actual expenses. | (5) |
|   | 52  |

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Public Health

(\$,000's)

### Health Protection

#### Food Safety

◆ New Position: 1 Public Health Inspector, effective July 1, 2018 - the number of food establishments, complaints, changes to protocols and legislative changes has resulted in a significant increase in workload. (Annualized cost is \$113k)	57
◆ Tangible Capital Assets - New - laptop for PHI position.	1
◆ Reduction in Technical Materials and Supplies to align with actual expenses.	(5)
Subtotal	53

#### Healthy Environments

◆ Various adjustments to reflect estimated actuals and forecasted requirement	(9)
---	-----

#### Part 8 Ontario Building Code

◆ Increased revenue to align with actual and forecasted revenue.	(50)
--	------

#### Sewage Systems Maintenance Inspections

◆ Summer students to perform inspections for the Townships of Brock and Uxbridge.	20
◆ Recovery from participating Municipalities.	(20)
Subtotal	-
	(6)

### Health Analytics and Administration

#### Administration

◆ New position: 1 Privacy and Security Officer, effective July 1, 2018, due to increased workload to manage the new Ontario Public Health Standards, the implementation of new provincial and internal information systems that require the need to complete privacy and information security risk assessments and risk mitigation plans involving school boards, doctor's offices, the Province and the public. (Annualized cost is \$84k)	42
◆ New Position: 1 Health Information Systems Manager, effective July 1, 2018, to work with Corporate Services - IT to configure all specific Public Health software, manage all data, information flow, security access, coordinate training for new and updated systems, and ensure compliance with Health Standards. (Annualized cost is \$126k)	63
◆ Adjustments to various expenses - Postage (\$7k); Telephone (\$15k); Printing (\$5k); Equipment Rentals (\$10k) to align costs with actual expenses and forecasted requirements.	(37)
	68

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Public Health

(\$,000's)

### Facilities Management

◆ Major Repairs & Renovations - Uninterrupted Power Supply (UPS) for Pickering Sexual Health Clinic.	6
◆ Adjustments to various accounts to better reflect actuals.	(11)
	<u>(5)</u>

### Headquarters Shared Costs

◆ Public Health's share of costs related to the operations and maintenance of Regional Headquarters	198
	<u>198</u>

### Tangible Capital Assets

#### NEW

◆ New laptops for new Administration positions.	3
---	---

#### REPLACEMENT

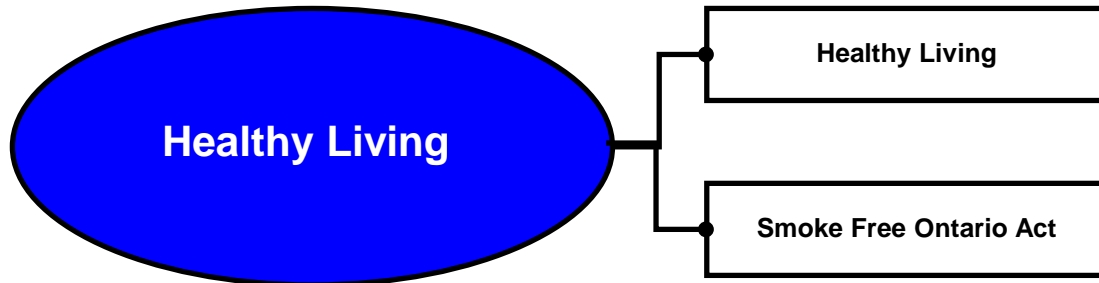
◆ Port Perry leasehold renovations	100
◆ Replace computers used in the Health Emergency Operating Centre (HEOC)	15
Subtotal	<u>115</u>
	<u>118</u>

**Total Program Changes** 291



**2018 Program Detail**

**Public Health**



**Purpose:**

- ◆ To improve adoption of healthy living behaviours and reduce the burden of preventable chronic diseases of public health importance, substance misuse, and reduce the burden of illness from preventable injuries.
- ◆ To reduce health inequities related to chronic diseases, injuries, and substance misuse, such that everyone has equal opportunities for health and can attain their full potential without disadvantage due to social position or other socially determined circumstances.

**Description of Program Activities:**

- ◆ **Healthy Living:** Working in partnership with schools, workplaces, coalitions, health and social services providers, and community agencies, the Healthy Living program addresses the health needs of the general public and priority populations by developing evidence-informed chronic disease prevention, injury prevention, and substance misuse programs. Programs and activities address topics such as healthy eating, physical activity, healthy sexuality, cancer prevention, oral health promotion, mental health promotion, alcohol and substance misuse, harm reduction, falls prevention, and road and off-road safety. Program activities also include enforcement of the *Healthy Menu Choices Act*. The oral health component of the Healthy Living program includes dental screening and oral health education for adults enrolled with Ontario Works as well as provision of Healthy Smiles Ontario, which provides oral health services to identified children in need.
- ◆ **Smoke-Free Ontario Act (SFOA):** Promotes and enforces Smoke-Free Ontario legislation, including the SFOA and *Electronic Cigarettes Act (ECA)*. Enforcement and tobacco control activities include education, inspections of places regulated under the SFOA and ECA (e.g. tobacco vendors, schools, bars and restaurants), issuance of warnings and charges, response to complaints, and implementation of children and youth prevention programs. For 2018 the role in regards to cannabis control is yet to be determined.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 92.2      New Positions: 1 By-law Enforcement Officer and 1 Navigation Position
- 2017 Full Time Staff = 90.2      (restated)



**2018 Program Detail**

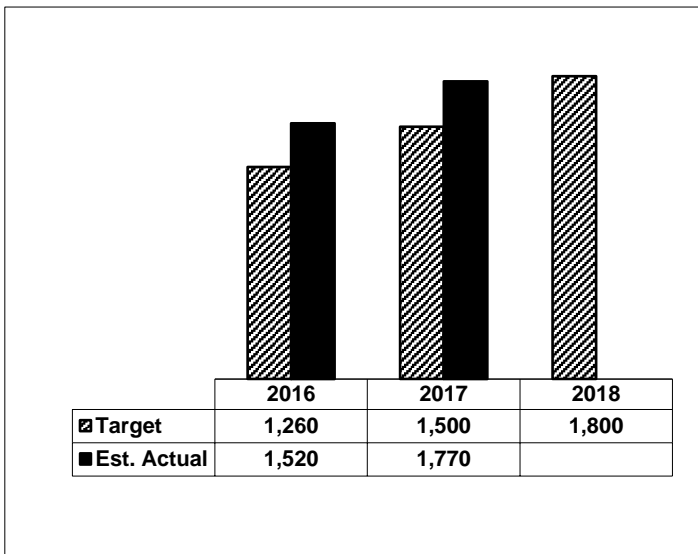
**Public Health**

**Performance Measurements:**

Healthy Living undertakes numerous activities towards achieving its objectives. The following represent some of the performance indicators:

- ◆ Tobacco/E-Cigarette Vendor Compliance Inspections
- ◆ Smoking/E-Cigarette Related Charges
- ◆ Public Health Nurse Visits to Schools
- ◆ Healthy Smiles Ontario - Clinical Care Provided
- ◆ Dental Screening - Urgent and Further Care

**Performance Data:**



**Tobacco/E-Cigarette Vendor Inspections**

*Tobacco and e-cigarette vendors are inspected according to provincial Enforcement Directives and the Ontario Public Health Standards.*

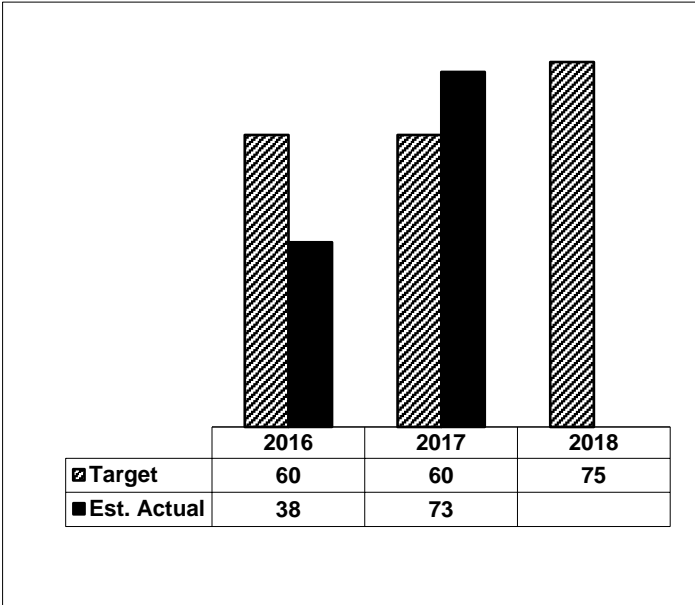




2018 Program Detail

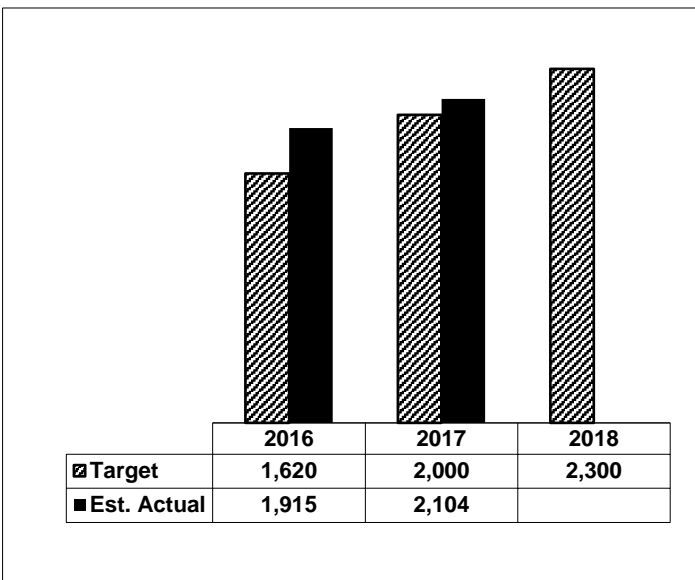
Public Health

Performance Data (continued):



Smoking/E-Cigarette Related Charges

*Vendor compliance inspections and complaint investigations may result in charges being laid under the Smoke-Free Ontario Act and Electronic Cigarettes Act.*



Public Health Nurse School Visits

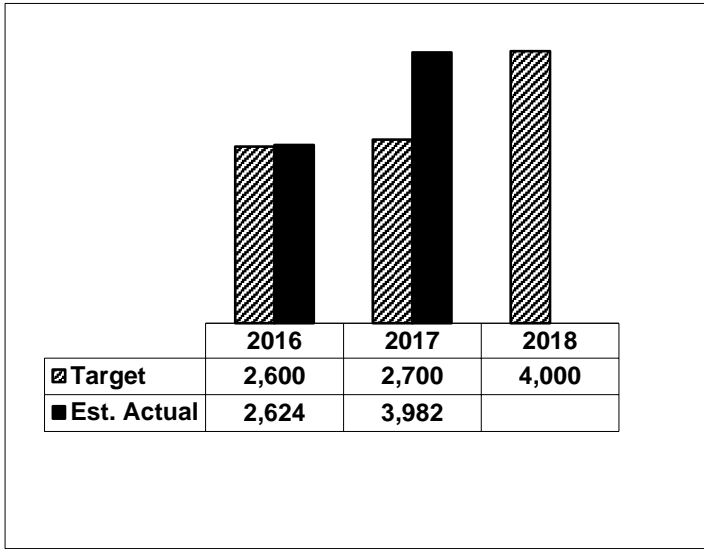
*Public health nurses from the Healthy Living program work with schools to implement comprehensive strategies to promote health.*



**2018 Program Detail**

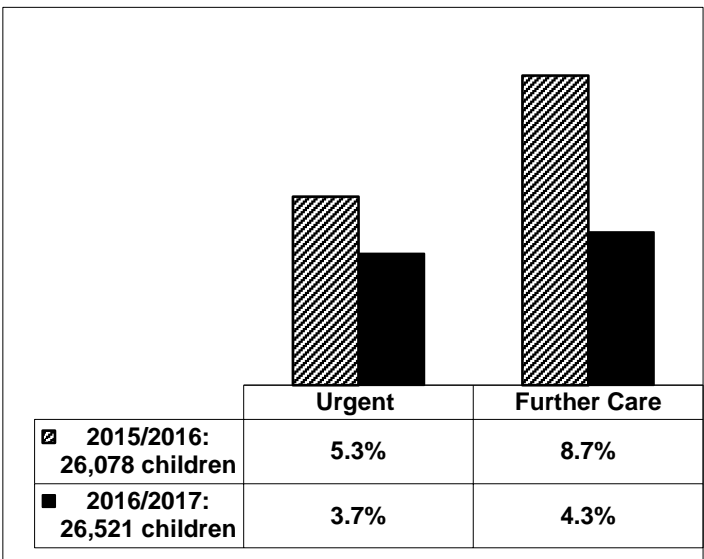
**Public Health**

**Performance Data (continued):**



**Healthy Smiles Ontario**

*Clinical dental services were provided by Oral Health Division staff for 3,982 children in 2017.*



**Dental Screening**

*Dental assistants and hygienists provide screening in schools, and preventative and emergency care services in the Region's clinic (Whitby).*

**PROGRAM 1  
HEALTHY LIVING**



**2018 Program Detail**

**Public Health**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	9,654	10,300	10,534	64	10,598
Personnel Related	187	203	203	-	203
Communications	252	297	297	(10)	287
Supplies	368	345	345	(5)	340
Medical Care	74	74	74	-	74
Materials & Services	24	20	20	-	20
Equipment Maintenance & Repairs	7	4	4	-	4
Professional Services	397	538	508	(178)	330
Leased Facilities Expenses	7	5	5	-	5
<b>Operating Expenses Subtotal</b>	<b>10,970</b>	<b>11,786</b>	<b>11,990</b>	<b>(129)</b>	<b>11,861</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge - Substance Misuse	35	40	43	-	43
Health Charge - Dental Office	32	32	33	-	33
Health Recovery - Nurse	(35)	(40)	(43)	-	(43)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>-</b>	<b>33</b>
<b>Gross Operating Expenses</b>	<b>11,002</b>	<b>11,818</b>	<b>12,023</b>	<b>(129)</b>	<b>11,894</b>
<b>Tangible Capital Assets</b>					
New	3	3	-	-	-
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>11,005</b>	<b>11,821</b>	<b>12,023</b>	<b>(129)</b>	<b>11,894</b>
<b>Revenues</b>					
Provincial Subsidy	(2,650)	(2,837)	(2,837)	-	(2,837)
<b>Total Revenues</b>	<b>(2,650)</b>	<b>(2,837)</b>	<b>(2,837)</b>	<b>-</b>	<b>(2,837)</b>
<b>Net Program Expenses</b>	<b>8,355</b>	<b>8,984</b>	<b>9,186</b>	<b>(129)</b>	<b>9,057</b>

**PROGRAM 1  
HEALTHY LIVING**



**2018 Program Detail**

**Public Health**

**Summary by Program Type**

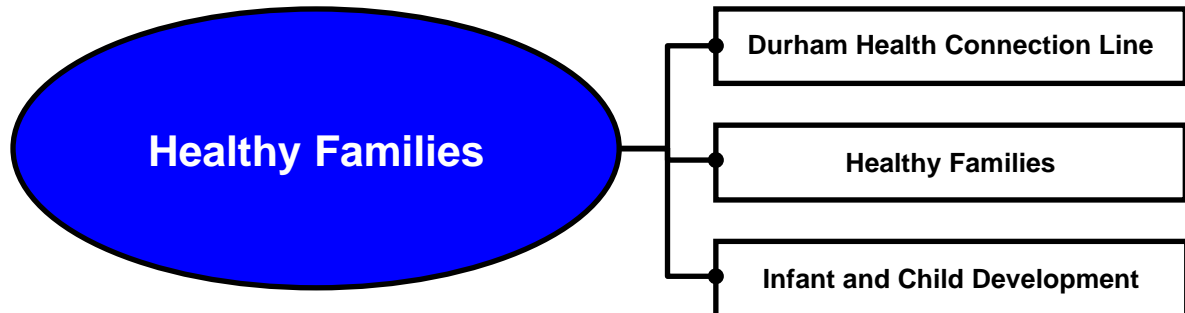
**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Gross Operating Expenses</b>					
HL-Chronic Disease Prevention	1,811	1,898	1,940	(10)	1,930
HL-School Health	3,180	3,406	3,481	-	3,481
HL-Determinants of Health	182	182	182	-	182
HL-CNO Initiative	122	122	122	-	122
HL-Injury Prevention	819	917	935	-	935
HL-Substance Misuse	1,160	1,203	1,227	-	1,227
HL-Harm Reduction	62	250	250	-	250
HL-Needle Exchange	74	74	74	-	74
HL-Dental Screening OH	1,313	1,456	1,480	(142)	1,338
HL-HSO-OH	1,437	1,432	1,438	1	1,439
HL-Tobacco Control Co-ord PHD	111	120	123	-	123
HL-SFOA-Youth Engagement PHC	80	80	80	-	80
HL-SFOA-Enforcement HP	570	597	610	22	632
HL-SFOA-Prosecution HP	16	16	16	-	16
HL-SFOA-ECA-HP	65	65	65	-	65
<b>Gross Operating Expenses</b>	<b>11,002</b>	<b>11,818</b>	<b>12,023</b>	<b>(129)</b>	<b>11,894</b>
<b>Tangible Capital Assets</b>					
HL-SFOA-Enforcement HP	3	3	-	-	-
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues</b>					
HL-Determinants of Health	(181)	(181)	(181)	-	(181)
HL-CNO Initiative	(121)	(121)	(121)	-	(121)
HL-Harm Reduction	(62)	(250)	(250)	-	(250)
HL-Needle Exchange	(74)	(73)	(73)	-	(73)
HL-HSO-OH	(1,432)	(1,432)	(1,432)	-	(1,432)
HL-Tobacco Control Co-ord PHD	(100)	(100)	(100)	-	(100)
HL-SFOA-Youth Engagement PHC	(80)	(80)	(80)	-	(80)
HL-SFOA-Enforcement HP	(519)	(519)	(519)	-	(519)
HL-SFOA-Prosecution HP	(16)	(16)	(16)	-	(16)
HL-SFOA-ECA-HP	(65)	(65)	(65)	-	(65)
<b>Total Revenues</b>	<b>(2,650)</b>	<b>(2,837)</b>	<b>(2,837)</b>	<b>-</b>	<b>(2,837)</b>
<b>Net Program Expenses</b>	<b>8,355</b>	<b>8,984</b>	<b>9,186</b>	<b>(129)</b>	<b>9,057</b>



2018 Program Detail

Public Health



**Purpose:**

- ◆ To enable individuals and families to achieve optimal preconception, prenatal, maternal, newborn, child, youth, and family health.
- ◆ To enable all children to attain and sustain optimal health and developmental potential.

**Description of Program Activities:**

- ◆ **Durham Health Connection Line:** Provides assessment, health information, counselling and referral services to Durham Region residents. Calls related to school based immunizations, Immunization of School Pupils Act and Child Care and Early Years Act will be addressed by the Immunization Program in 2018.
- ◆ **Healthy Families:** Establishes evidence-informed programs, based on local needs and informed by key partners, to support healthy growth and development and healthy families. Programs and activities address preconception and prenatal education, positive parenting, family dynamics, and growth and developmental milestones. The Healthy Babies Healthy Children program, within the Healthy Families program, identifies new families at risk and provides support by conducting home visits, providing referrals to community resources, and providing service coordination in conjunction with community partners.
- ◆ **Infant and Child Development:** Provides assistance to infants and young children (birth to age six) and their families to address issues of child development by providing home visits, service coordination and resources to families of children with special needs.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 85.0
- ◆ 2017 Full Time Staff = 85.0 (restated)

**Performance Measurements:**

Healthy Families undertakes numerous activities towards achieving its purpose.

The following represents some of the performance indicators:

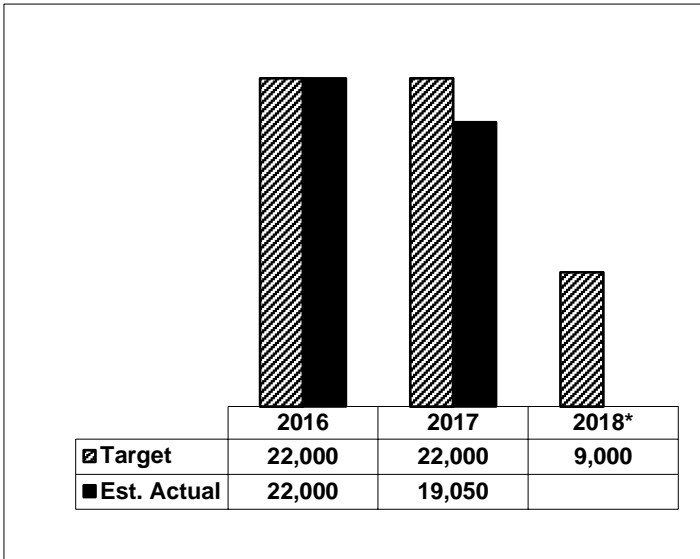
- ◆ Durham Health Connection Line Calls
- ◆ New Mothers Attending Breastfeeding Clinics
- ◆ Number of Home Visits to Clients in the Healthy Babies, Healthy Children Program
- ◆ Children Served/Waitlist for Infant and Child Development Program



2018 Program Detail

Public Health

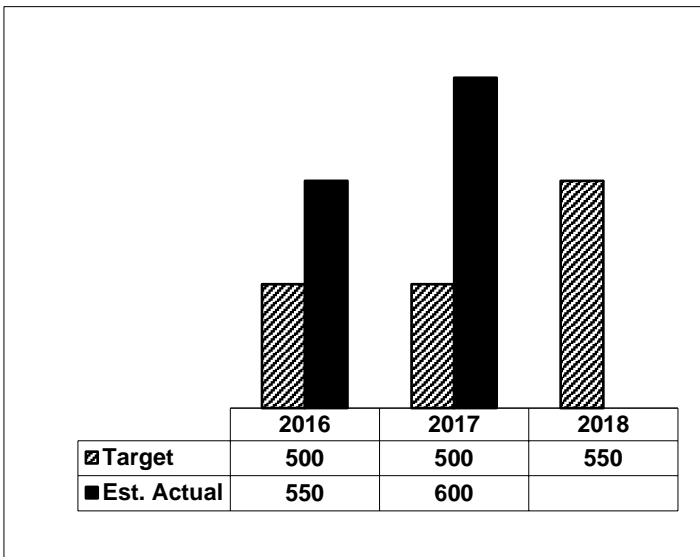
Performance Data:



Durham Health Connection Line Calls

*Callers to Durham Health Connection Line receive services for assessment, counselling and referral.*

\*As of 2018, calls relating to Immunization of School Pupils Act and Child Care and Early Years Act will be addressed by the Immunization Program



New Mothers Attending Breastfeeding Clinics

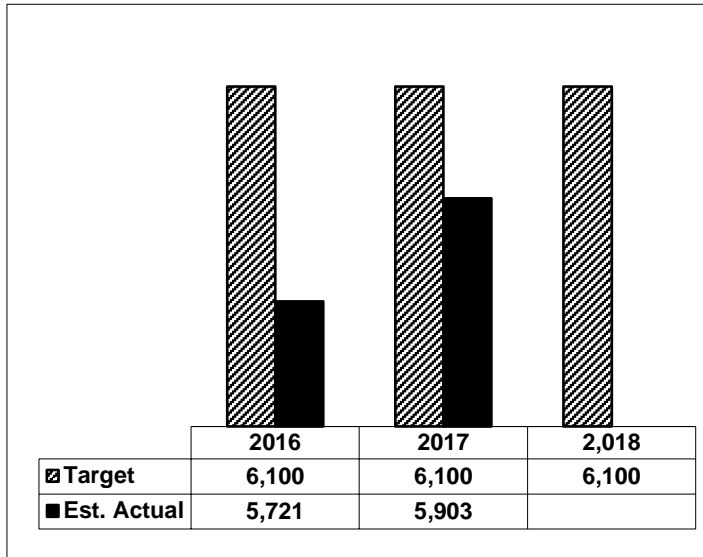
*Mothers attend breastfeeding clinics for information and counselling on lactation concerns.*



2018 Program Detail

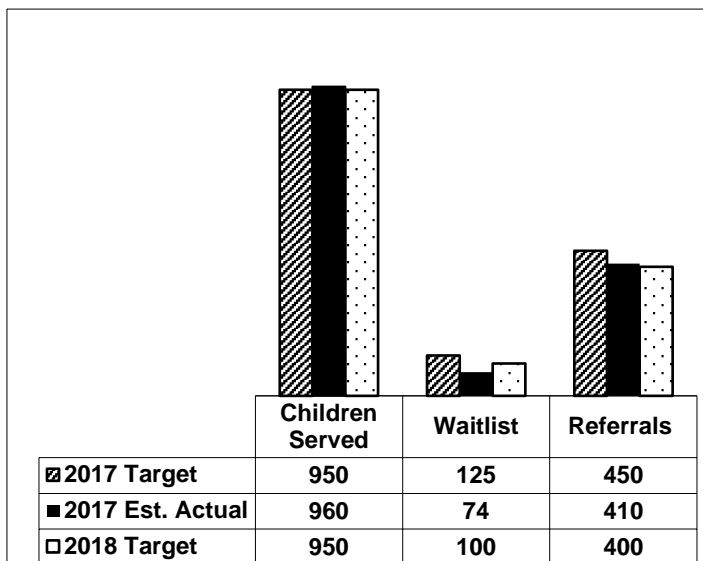
Public Health

Performance Data (continued):



Number of Home Visits to Clients  
in Healthy Babies, Healthy  
Children Program

*Home visits are completed by public health nurses and family visitors.*



Children Served/Waitlist For  
Infant & Child Development  
Program

*Infants and young children (birth to age six) with special needs or at risk for delayed development are visited and treated or monitored, or must be added to a waiting list for service.*

**PROGRAM 2  
HEALTHY FAMILIES**



**2018 Program Detail**

**Public Health**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	9,679	10,068	10,320	-	10,320
Personnel Related	243	256	256	-	256
Communications	174	186	186	-	186
Supplies	137	121	121	-	121
Materials & Services	10	10	10	-	10
Equipment Maintenance & Repairs	-	1	1	-	1
Professional Services	29	31	31	-	31
Leased Facilities Expenses	5	10	10	(5)	5
Insurance	2	2	2	-	2
<b>Gross Operating Expenses</b>	<b>10,279</b>	<b>10,685</b>	<b>10,937</b>	<b>(5)</b>	<b>10,932</b>
<b>Tangible Capital Assets</b>					
Replacement	25	25	25	-	25
<b>Total Tangible Capital Assets</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>25</b>
<b>Total Expenses</b>	<b>10,304</b>	<b>10,710</b>	<b>10,962</b>	<b>(5)</b>	<b>10,957</b>
<b>Revenues</b>					
Provincial Subsidy	(3,839)	(3,839)	(3,839)	-	(3,839)
Fees & Service Charges	(16)	(10)	(10)	-	(10)
<b>Total Revenues</b>	<b>(3,855)</b>	<b>(3,849)</b>	<b>(3,849)</b>	<b>-</b>	<b>(3,849)</b>
<b>Net Program Expenses</b>	<b>6,449</b>	<b>6,861</b>	<b>7,113</b>	<b>(5)</b>	<b>7,108</b>



**PROGRAM 2  
HEALTHY FAMILIES**



**2018 Program Detail**

**Public Health**

**Summary by Program Type**

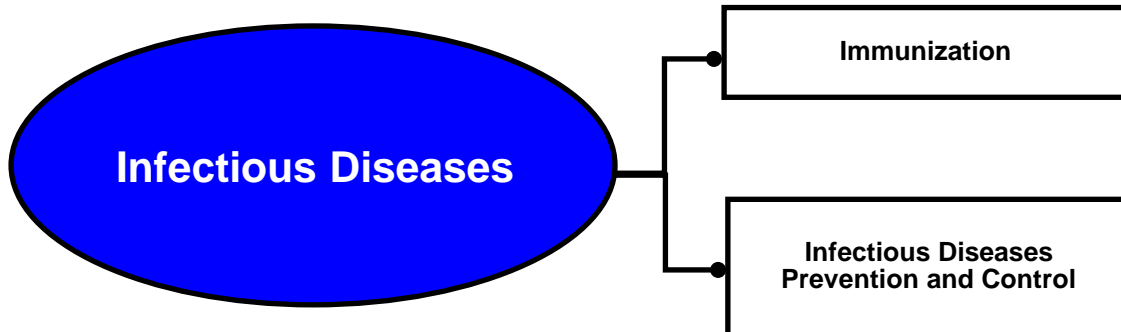
**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Gross Operating Expenses</b>					
HF-Durham Hlth Connection Line	685	660	675	-	675
HF-Prenatal and Newborn	2,524	2,583	2,651	-	2,651
HF-Child and Youth	1,518	1,709	1,759	(5)	1,754
HF-Hlthy Babies Hlthy Children	3,671	3,808	3,889	-	3,889
HF-Infant Child Development	1,881	1,925	1,963	-	1,963
<b>Gross Operating Expenses</b>	<b>10,279</b>	<b>10,685</b>	<b>10,937</b>	<b>(5)</b>	<b>10,932</b>
<b>Tangible Capital Assets</b>					
HF-Hlthy Babies Hlthy Children	20	20	20	-	20
HF-Infant Child Development	5	5	5	-	5
<b>Total Tangible Capital Assets</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>25</b>
<b>Revenues</b>					
HF-Hlthy Babies Hlthy Children	(2,848)	(2,848)	(2,848)	-	(2,848)
HF-Infant Child Development	(1,007)	(1,001)	(1,001)	-	(1,001)
<b>Total Revenues</b>	<b>(3,855)</b>	<b>(3,849)</b>	<b>(3,849)</b>	<b>-</b>	<b>(3,849)</b>
<b>Net Program Expenses</b>	<b>6,449</b>	<b>6,861</b>	<b>7,113</b>	<b>(5)</b>	<b>7,108</b>



2018 Program Detail

Public Health



**Purpose:**

- ◆ To prevent or reduce the burden of infectious and communicable diseases of public health importance, including sexually transmitted infections (STIs) and blood-borne infections, tuberculosis, as well as vaccine preventable diseases.

**Description of Program Activities:**

- ◆ **Immunization:** Program activities include enforcement of the *Immunization of School Pupils Act (ISPA)* and the *Child Care and Early Years Act, 2014 (CCEYA)*, monitoring of vaccine preventable diseases, vaccine administration, education about immunization and vaccine safety, as well as vaccine management. In accordance with ISPA and CCEYA, immunization records of all children in child care centres, elementary, and secondary schools are collected, assessed and maintained. Ongoing monitoring of vaccine preventable disease rates and immunization coverage informs priorities and program delivery. Immunizations against HPV, Hep B and Meningococcal are provided annually in schools and immunization against influenza and diseases identified in ISPA are provided at Health Department clinics. Education activities, informed by community partners, aim to improve public awareness about immunization. Targeted activities provide information to parents that choose not to vaccinate their children, as well as to health care providers regarding vaccine safety, vaccine storage and handling, and the publicly funded immunization schedule. Vaccine management activities include inspections of fridges that store vaccines, vaccine storage, and delivery.
- ◆ **Infectious Diseases Prevention and Control:** A broad range of activities are required to prevent and control infectious and communicable diseases, in various local settings. Program activities include ongoing monitoring of infectious and communicable disease rates, investigations of disease outbreaks, investigations and public health management of cases of reportable diseases and follow-up of contacts, sexual health clinical services for diagnosis, treatment and management of sexually-transmitted infections, routine inspections of child care centres and personal services settings (PSS), and response to complaints in all settings, including health care facilities. Education is a key component of program activities and includes public awareness regarding infection prevention and control practices, education regarding healthy sexual practices, and working with community partners to increase awareness and enhance infection prevention and control measures. Public reporting and disclosure of inspection results and investigations in follow-up to complaints enhances public awareness and program transparency.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 87.9      New Position: 1 Public Health Inspector
- 2017 Full Time Staff = 86.9      (restated)



**2018 Program Detail**

**Public Health**

**Performance Measurements:**

Infectious Diseases undertakes numerous activities in meeting its purpose.

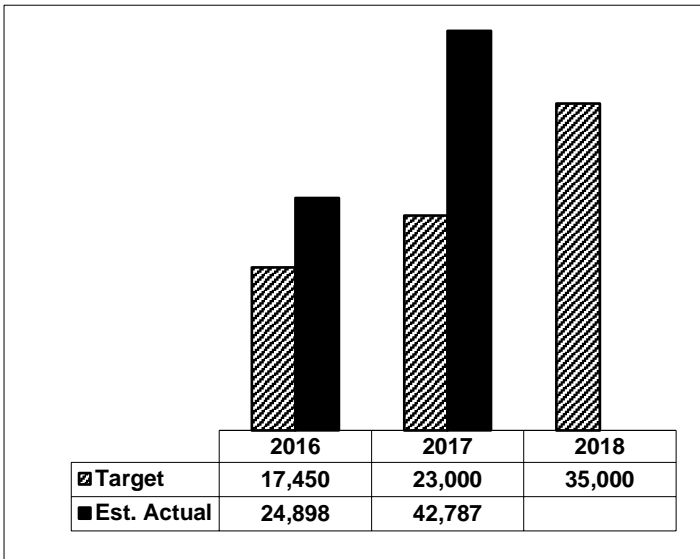
The following represents some of the performance indicators:

- ◆ Vaccines Administered
- ◆ Influenza Vaccine Distributed
- ◆ Questionnaires under Immunization of School Pupils Act
- ◆ Animal Bites Investigated for Rabies
- ◆ Infectious Diseases Outbreaks Investigated
- ◆ Infectious Diseases Cases and Contacts Investigated

**Performance Data:**

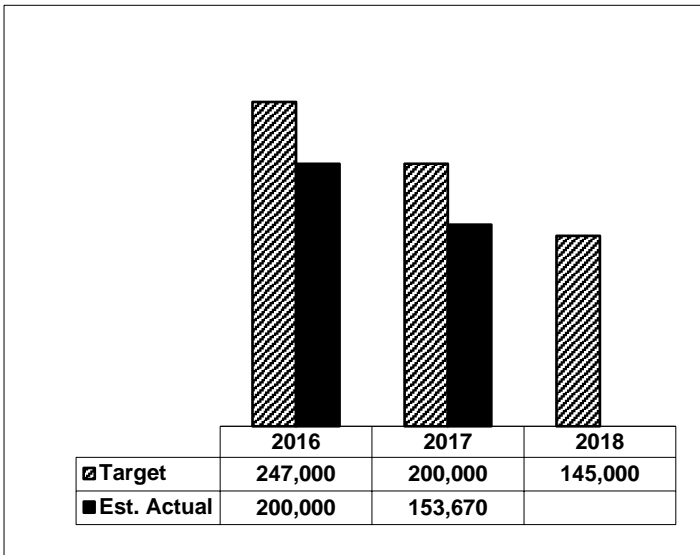
**Vaccines Administered**

*The Health Department administers vaccines for influenza, meningococcal, hepatitis B, and human papilloma virus (HPV) through clinics at schools and the community. The increase is due to influenza vaccines distributed to pharmacists and healthcare providers.*



**Influenza Vaccine Distributed**

*The Health Department distributes influenza vaccine to health care providers and ensures adherence to vaccine storage handling guidelines for all sites administering vaccine.*

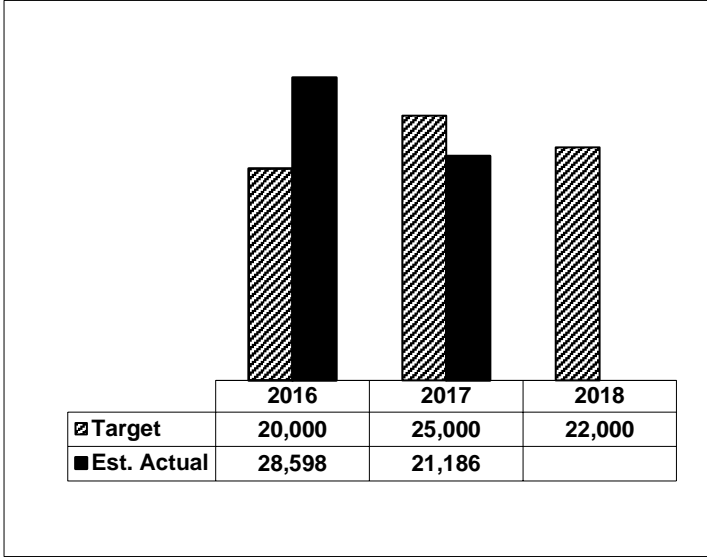




**2018 Program Detail**

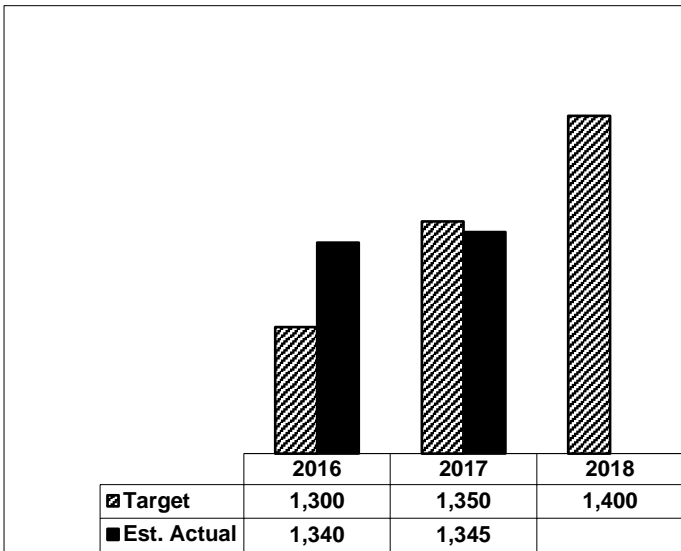
**Public Health**

**Performance Data (continued):**



**Questionnaires**

*As per provisions of the Immunization of School Pupils Act, student records are assessed and notification questionnaires are distributed to those identified with missing immunization information. Failure to acquire mandatory vaccinations can result in issuance of a final notice or suspension order to students in elementary and secondary schools.*



**Animal Bites Investigated for Rabies**

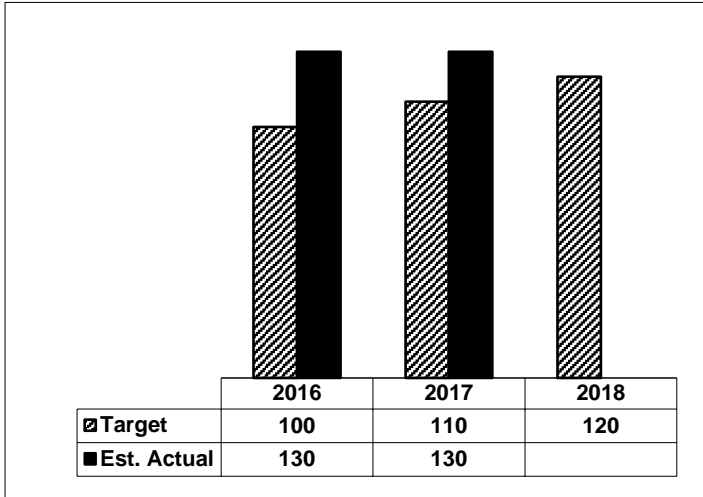
*Public Health inspectors investigate reported animal bites to humans, and isolate animals to prevent rabies cases in humans.*



2018 Program Detail

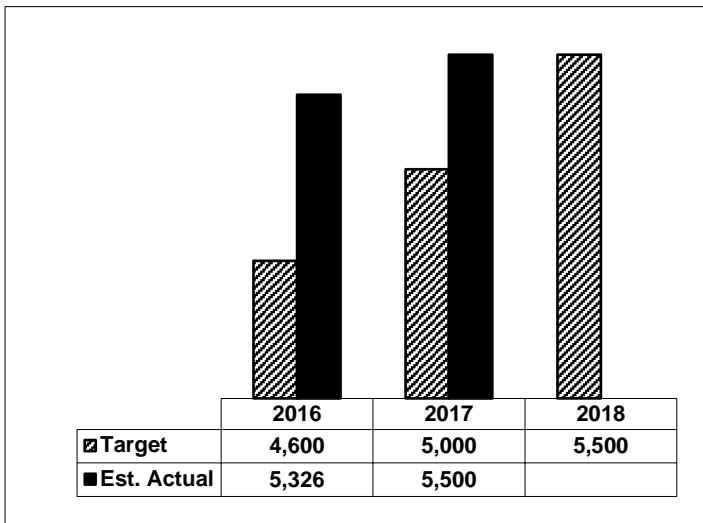
Public Health

Performance Data (continued):



**Infectious Diseases Outbreaks Investigated**

*Investigations of respiratory and enteric outbreaks, including diseases such as influenza, norovirus, listeriosis, and other infectious bacteria and viruses.*



**Infectious Diseases Cases and Contacts Investigated**

*Staff conduct follow-up with clients/contacts regarding suspected or confirmed cases of diseases, such as hepatitis A, influenza, measles, tuberculosis, invasive group A strep, etc.*

**PROGRAM 3  
INFECTIOUS DISEASES**



**2018 Program Detail**

**Public Health**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	10,184	11,133	11,412	71	11,483
Personnel Related	195	230	230	-	230
Communications	155	203	203	-	203
Supplies	305	284	284	-	284
Medical Care	64	41	41	-	41
Materials & Services	311	260	260	(15)	245
Equipment Maintenance & Repairs	6	6	6	-	6
Professional Services	353	216	126	(5)	121
Leased Facilities Expenses	3	7	7	-	7
Financial Expenses	1	1	1	-	1
Minor Assets & Equipment	3	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>11,580</b>	<b>12,381</b>	<b>12,570</b>	<b>51</b>	<b>12,621</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Recovery - Health Protection	(16)	(16)	(19)	-	(19)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(16)</b>	<b>(16)</b>	<b>(19)</b>	<b>-</b>	<b>(19)</b>
<b>Gross Operating Expenses</b>	<b>11,564</b>	<b>12,365</b>	<b>12,551</b>	<b>51</b>	<b>12,602</b>
<b>Tangible Capital Assets</b>					
New	4	4	-	1	1
<b>Total Tangible Capital Assets</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Total Expenses</b>	<b>11,568</b>	<b>12,369</b>	<b>12,551</b>	<b>52</b>	<b>12,603</b>
<b>Revenues</b>					
Provincial Subsidy	(1,211)	(1,257)	(1,257)	-	(1,257)
Fees & Service Charges	(165)	(200)	(200)	-	(200)
Sale of Publications	(65)	(65)	(65)	-	(65)
Investment & Interest Income	(2)	(2)	(2)	-	(2)
<b>Total Revenues</b>	<b>(1,443)</b>	<b>(1,524)</b>	<b>(1,524)</b>	<b>-</b>	<b>(1,524)</b>
<b>Net Program Expenses</b>	<b>10,125</b>	<b>10,845</b>	<b>11,027</b>	<b>52</b>	<b>11,079</b>

**PROGRAM 3  
INFECTIOUS DISEASES**



**2018 Program Detail**

**Public Health**

**Summary by Program Type**

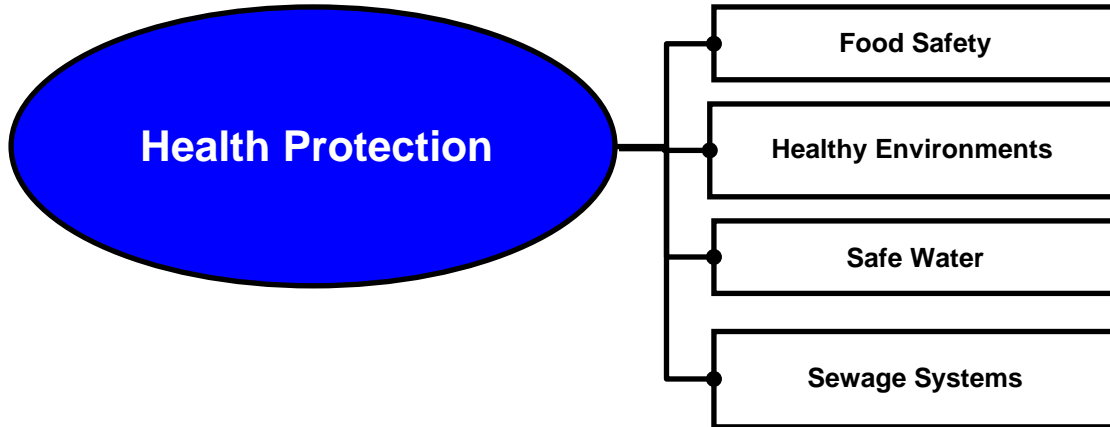
**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Gross Operating Expenses</b>					
IDPC-Panorama Readiness PHD	141	51	50	-	50
IDPC-Immunization PHD	5,226	5,592	5,626	(5)	5,621
IDPC-Infect Disease Enhnce PHD	545	782	809	-	809
IDPC-Prevention HP	91	91	91	-	91
IDPC-Infectious Diseases PHD	1,529	1,656	1,703	-	1,703
IDPC-Infectious Diseases HP	2,569	2,693	2,745	56	2,801
IDPC-Sexual Health PHD	1,463	1,500	1,527	-	1,527
<b>Gross Operating Expenses</b>	<b>11,564</b>	<b>12,365</b>	<b>12,551</b>	<b>51</b>	<b>12,602</b>
<b>Tangible Capital Assets</b>					
IDPC-Immunization PHD	2	2	-	-	-
IDPC-Infectious Diseases HP	3	3	-	1	1
<b>Total Tangible Capital Assets</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Revenues</b>					
IDPC-Panorama Readiness PHD	(141)	(50)	(50)	-	(50)
IDPC-Immunization PHD	(155)	(185)	(185)	-	(185)
IDPC-Infect Disease Enhnce PHD	(531)	(668)	(668)	-	(668)
IDPC-Prevention HP	(90)	(90)	(90)	-	(90)
IDPC-Infectious Diseases HP	(451)	(451)	(451)	-	(451)
IDPC-Sexual Health PHD	(75)	(80)	(80)	-	(80)
<b>Total Revenues</b>	<b>(1,443)</b>	<b>(1,524)</b>	<b>(1,524)</b>	<b>-</b>	<b>(1,524)</b>
<b>Net Program Expenses</b>	<b>10,125</b>	<b>10,845</b>	<b>11,027</b>	<b>52</b>	<b>11,079</b>



2018 Program Detail

Public Health



Purpose:

- ◆ To prevent or reduce the burden of food-borne and water-borne illnesses, injuries related to recreational water use, reduce exposure to health hazards, and promote the development of healthy natural and built environments.
- ◆ To enable consistent and effective preparedness for, response to, and recovery from public health emergencies.

Description of Program Activities:

- ◆ **Food Safety:** The Health Department enforces the *Health Protection and Promotion Act (HPPA)*, *Healthy Menu Choices Act (HMCA)* and their Regulations by: conducting routine and complaint-based inspections of all food premises; providing education and training to food handlers and food service providers; and taking appropriate enforcement actions where necessary. Cases of suspected food borne illnesses are investigated and outbreaks of food borne illness are responded to. Communications regarding safe food handling practices, food recalls and food-borne illnesses support public awareness and community engagement. The DineSafe Durham disclosure program provides the public with results from food premises inspections in the Region of Durham.
- ◆ **Healthy Environments:** The Health Department responds to and investigates all inquiries and complaints regarding local potential health hazards. Public awareness activities include developing and implementing risk communication strategies and providing educational material and information to the public about health hazards in the environment. Collaboration with community partners includes participation on Regional Climate Change Initiatives/Workgroups and implementation of a Heat Alert Response System. A system is in place to manage Potassium Iodide (KI) Pill distribution related to nuclear emergency preparedness in consultation with Ontario Power Generation and other key stakeholders. Program activities also include public health emergency preparation and response, including review and updating of the Health Department Emergency Master Plan and participation in emergency exercises.





## 2018 Program Detail

## Public Health

### Description of Program Activities (continued):

- ◆ **Safe Water:** Routine and complaint-based inspections of public and private drinking water supplies, pools and spas, including water sampling and analysis at public beaches are completed to monitor compliance with legislation and enforce the HPPA and its Regulations. Education and training activities include providing information to owners and operators of public pools and spas, and drinking water systems, and promoting proper well maintenance to owners of private wells.
- ◆ **Sewage Systems:** Program activities include inspections pertaining to building permit issuance and geo-technical lot assessments on behalf of area municipalities and response to inquiries/complaints regarding malfunctioning sewage systems.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 42.9      New Position: 1 Public Health Inspector  
2017 Full Time Staff = 41.9      (restated)

### Performance Measurements:

Health Protection undertakes numerous activities towards achieving its purpose.

The following represents some of the performance indicators:

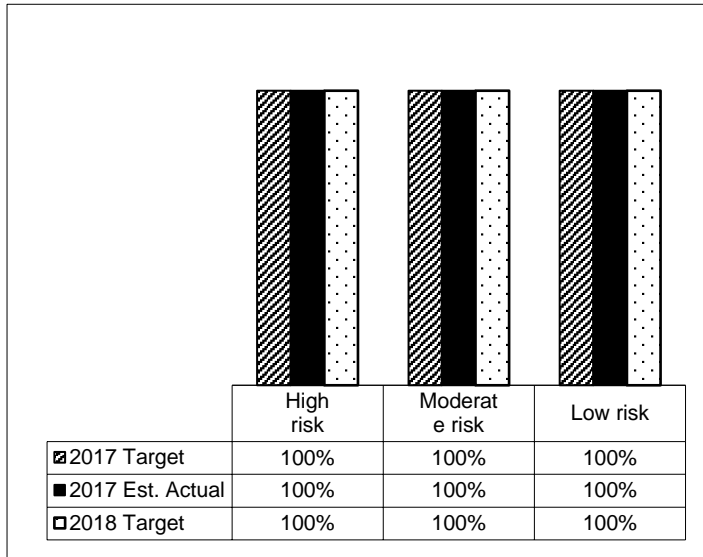
- ◆ Food Premises Inspection Frequency
- ◆ Food Premises Inspection Volume
- ◆ West Nile Virus Orders Issued
- ◆ Stagnant Water Assessments
- ◆ Inspections of Sewage Systems



2018 Program Detail

Public Health

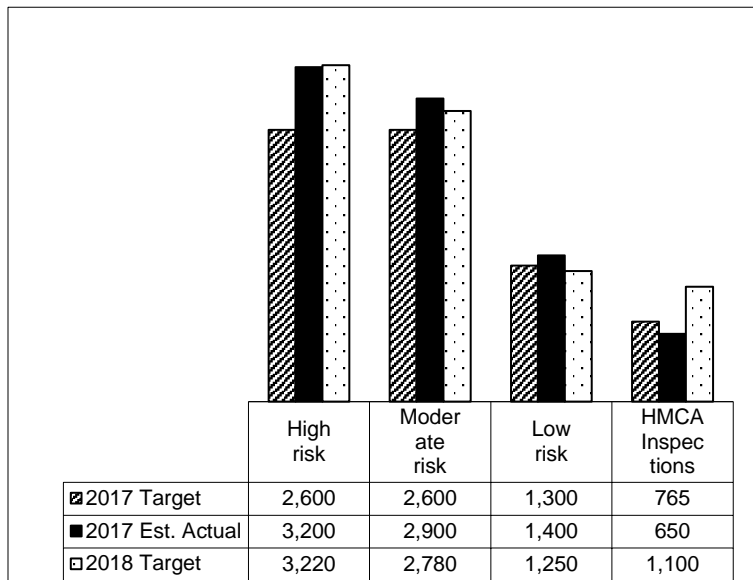
Performance Data:



Food Premises Inspection Frequency

[High-3; Moderate-2; Low-1 per year]

*Risk assessments are used to prioritize inspections.*



Food Premises Inspection Volume

[High-3; Moderate-2; Low-1 per year]

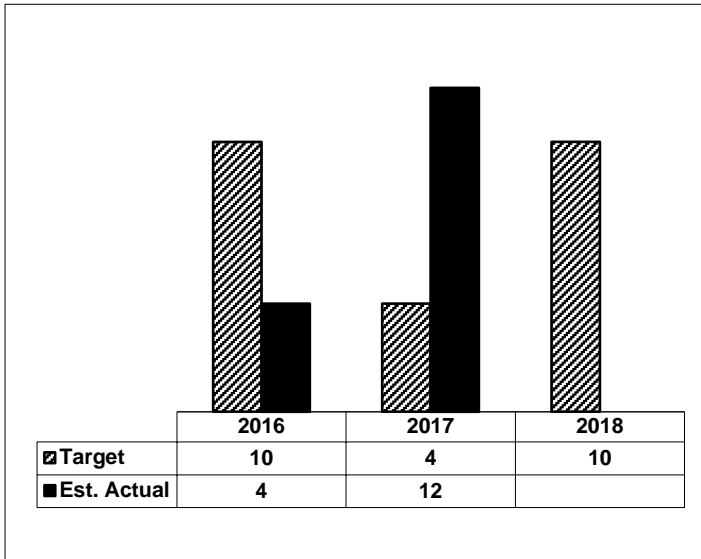
*The number of inspections is determined by risk category, and number of premises plus 1 Healthy Menu Choice Act (HMCA) inspection. The HMCA inspections began in 2017.*



2018 Program Detail

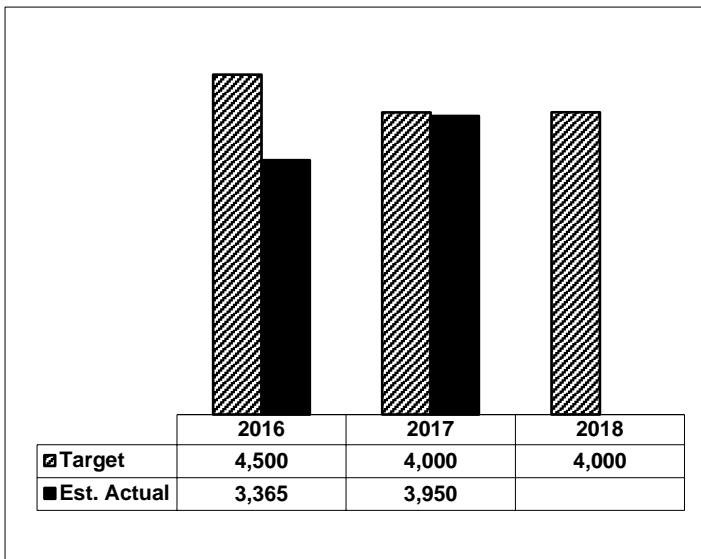
Public Health

Performance Data (continued):



West Nile Virus Orders Issued

*Enforcement orders are issued for stagnant water, and charges can be laid under the Health Protection and Promotion Act (HPPA).*



Stagnant Water Assessments

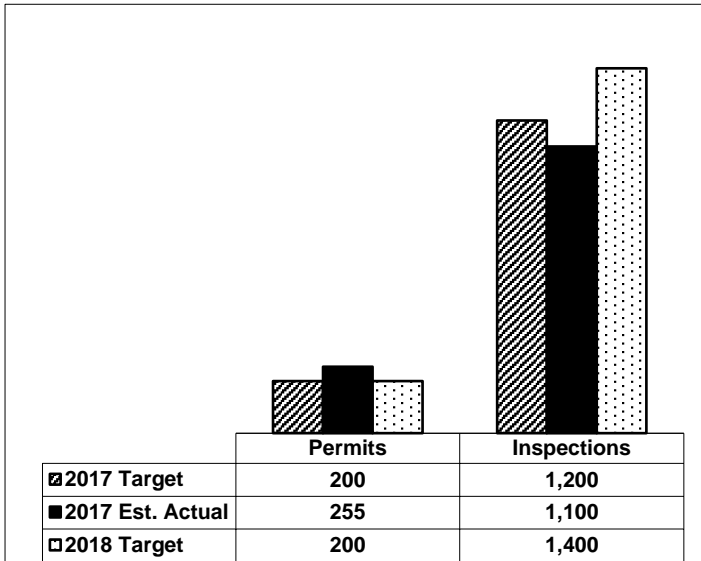
*Sites with stagnant water conditions are assessed to determine if measures need to be taken to reduce the potential for West Nile virus spread.*



2018 Program Detail

Public Health

Performance Data (continued):



**Inspections of Sewage Systems**  
**(OBC - Part 8)**

*Inspections and reinspections of sewage systems occur prior to issuance of building permits; and on complaints of malfunctioning systems.*

**PROGRAM 4  
HEALTH PROTECTION**



**2018 Program Detail**

**Public Health**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	5,523	5,317	5,424	68	5,492
Personnel Related	194	240	241	-	241
Communications	88	96	96	-	96
Supplies	61	92	92	(5)	87
Materials & Services	14	14	14	-	14
Equipment Maintenance & Repairs	-	3	3	-	3
Professional Services	16	17	17	-	17
Leased Facilities Expenses	1	1	1	-	1
Financial Expenses	1	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>5,898</b>	<b>5,780</b>	<b>5,888</b>	<b>63</b>	<b>5,951</b>
<b>Transfers from Related Entities</b>					
NextGen Charge	5	5	5	-	5
<b>Transfers from Related Entities Subtotal</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>5</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge - Infectious Diseases	16	16	19	-	19
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>16</b>	<b>16</b>	<b>19</b>	<b>-</b>	<b>19</b>
<b>Gross Operating Expenses</b>	<b>5,919</b>	<b>5,801</b>	<b>5,912</b>	<b>63</b>	<b>5,975</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	1	1
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Total Expenses</b>	<b>5,919</b>	<b>5,801</b>	<b>5,912</b>	<b>64</b>	<b>5,976</b>
<b>Revenues</b>					
Provincial Subsidy	(182)	(183)	(183)	-	(183)
Fees & Service Charges	(586)	(586)	(591)	(70)	(661)
Sundry Revenue	(1)	-	-	-	-
<b>Total Revenues</b>	<b>(769)</b>	<b>(769)</b>	<b>(774)</b>	<b>(70)</b>	<b>(844)</b>
<b>Net Program Expenses</b>	<b>5,150</b>	<b>5,032</b>	<b>5,138</b>	<b>(6)</b>	<b>5,132</b>

**PROGRAM 4  
HEALTH PROTECTION**



**2018 Program Detail**

**Public Health**

**Summary by Program Type**

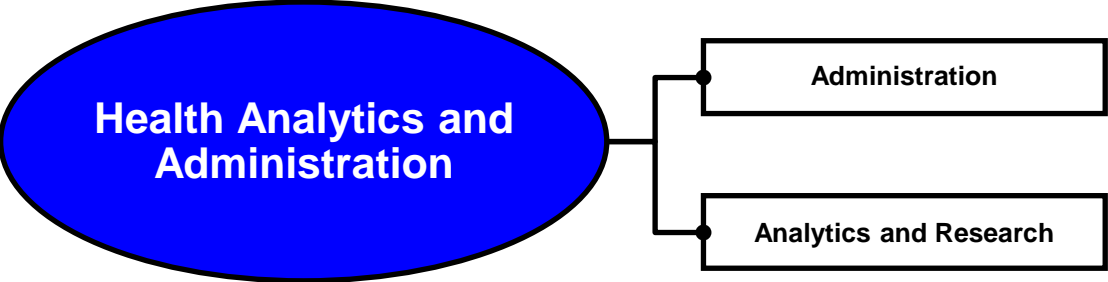
**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Gross Operating Expenses</b>					
HP-Food Safety	2,101	2,077	2,124	52	2,176
HP-Enhanced Food Safety	84	87	90	-	90
HP-PHI Practicum Grant	9	10	10	-	10
HP-Safe Water	1,551	1,452	1,481	-	1,481
HP-Enhanced Safe Water	49	51	52	-	52
HP-Healthy Environments HP	1,141	1,117	1,128	(9)	1,119
HP-Emergency Mgmt HP	315	302	307	-	307
HP-Emergency Mgmt PHN	50	56	58	-	58
HP-KI Pill Distribution	225	220	225	-	225
HP-Part 8 Ont Building Code	350	358	366	-	366
HP-Sewage System Main Inspect	44	71	71	20	91
<b>Gross Operating Expenses</b>	<b>5,919</b>	<b>5,801</b>	<b>5,912</b>	<b>63</b>	<b>5,975</b>
<b>Tangible Capital Assets</b>					
HP-Food Safety	-	-	-	1	1
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>1</b>
<b>Revenues</b>					
HP-Food Safety	(46)	(45)	(45)	-	(45)
HP-Enhanced Food Safety	(83)	(83)	(83)	-	(83)
HP-PHI Practicum Grant	(9)	(10)	(10)	-	(10)
HP-Safe Water	(42)	(42)	(42)	-	(42)
HP-Enhanced Safe Water	(48)	(48)	(48)	-	(48)
HP-KI Pill Distribution	(225)	(220)	(225)	-	(225)
HP-Part 8 Ont Building Code	(272)	(250)	(250)	(50)	(300)
HP-Sewage System Main Inspect	(44)	(71)	(71)	(20)	(91)
<b>Total Revenues</b>	<b>(769)</b>	<b>(769)</b>	<b>(774)</b>	<b>(70)</b>	<b>(844)</b>
<b>Net Program Expenses</b>	<b>5,150</b>	<b>5,032</b>	<b>5,138</b>	<b>(6)</b>	<b>5,132</b>



**2018 Program Detail**

**Public Health**



**Purpose:**

- ◆ Professional and administrative support, including community and resource development, technical, and administrative support staff enables the Health Department Divisions to effectively communicate with the public and community partners, and provide effective and efficient programs and services.
- ◆ Epidemiological, analytical and research support enables the Health Department programs to respond effectively to current and evolving conditions, emerging evidence, and determinants of health and health inequities.

**Description of Program Activities:**

- ◆ **Administration:** Program responsibilities are broad and include the operational and support activities required for effective and efficient operations of the Health Department. Staff management activities including those relating to staffing, payroll, accounting, and human resources, including liason with other Regional departments to ensure efficiency and consistency. Financial activities include coordination and preparation of Regional and provincial budgets, financial statements, agreements, and related reports. Assistance and support is provided to programs through preparation of reports/correspondence, data entry, records maintenance, and response to inquiries from the public. Privacy and security activities include development and implementation of policies and procedures, provision of privacy training to all staff, conducting privacy impact assessments where required, and responding to information requests. Community resource and development activities include development of educational, promotional and resource materials, communication with the public and the media on public health issues and programs, and maintenance of the department website.
- ◆ **Analytics and Research:** Works collaboratively with programs to effectively address the health needs of the community through population health assessment, identification of populations at risk, timely health status surveillance and reporting, program evaluation, research and knowledge exchange, and consultation. Additionally, provides support to programs to meet provincial and regional reporting requirements.

**Description Of Program Resources:**

- ◆ 2018 Full Time Staff = 67.8      New Positions: 1 Privacy and Security Officer and 1 Health Information Systems Manager
- 2017 Full Time Staff = 65.8

**PROGRAM 5  
HEALTH ANALYTICS AND ADMINISTRATION**



**2018 Program Detail**

**Public Health**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	6,340	6,673	6,841	105	6,946
Personnel Related	93	97	98	-	98
Communications	167	159	160	(27)	133
Supplies	133	91	91	-	91
Computer Maintenance & Operations	257	260	260	-	260
Materials & Services	142	139	139	-	139
Equipment Maintenance & Repairs	25	33	33	(10)	23
Professional Services	142	142	144	-	144
Leased Facilities Expenses	2	5	5	-	5
Financial Expenses	47	52	53	(5)	48
Minor Assets & Equipment	8	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>7,356</b>	<b>7,651</b>	<b>7,824</b>	<b>63</b>	<b>7,887</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate IT Charge	272	272	272	-	272
Corporate HR Charge	241	241	247	-	247
Recovery - Social Assistance	(82)	(82)	(85)	-	(85)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>431</b>	<b>431</b>	<b>434</b>	<b>-</b>	<b>434</b>
<b>Gross Operating Expenses</b>	<b>7,787</b>	<b>8,082</b>	<b>8,258</b>	<b>63</b>	<b>8,321</b>
<b>Tangible Capital Assets</b>					
New	15	15	-	3	3
Replacement	270	270	288	15	303
<b>Total Tangible Capital Assets</b>	<b>285</b>	<b>285</b>	<b>288</b>	<b>18</b>	<b>306</b>
<b>Total Expenses</b>	<b>8,072</b>	<b>8,367</b>	<b>8,546</b>	<b>81</b>	<b>8,627</b>



**PROGRAM 5  
HEALTH ANALYTICS AND ADMINISTRATION**



**2018 Program Detail**

**Public Health**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(42)	(43)	(43)	-	(43)
Sundry Revenue	(15)	(15)	(15)	-	(15)
Investment & Interest Income	-	(5)	(5)	5	-
<b>Total Revenues</b>	<b>(57)</b>	<b>(63)</b>	<b>(63)</b>	<b>5</b>	<b>(58)</b>
<b>Net Program Expenses</b>	<b>8,015</b>	<b>8,304</b>	<b>8,483</b>	<b>86</b>	<b>8,569</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	8,569
Less: Tangible Capital Assets	(306)
Net Operating Program Expenses Per Program Summary	<u>8,263</u>

**PROGRAM 5  
HEALTH ANALYTICS AND ADMINISTRATION**



**2018 Program Detail**

**Public Health**

**Summary by Program Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Gross Operating Expenses</b>					
General	6,502	6,790	6,943	63	7,006
HARP	730	736	753	-	753
HR Services	241	241	247	-	247
IT Services	272	272	272	-	272
MOH Remuneration	42	43	43	-	43
<b>Gross Operating Expenses</b>	<b>7,787</b>	<b>8,082</b>	<b>8,258</b>	<b>63</b>	<b>8,321</b>
<b>Tangible Capital Assets</b>					
General	285	285	288	18	306
<b>Total Tangible Capital Assets</b>	<b>285</b>	<b>285</b>	<b>288</b>	<b>18</b>	<b>306</b>
<b>Revenues</b>					
General	(15)	(20)	(20)	5	(15)
MOH Remuneration	(42)	(43)	(43)	-	(43)
<b>Total Revenues</b>	<b>(57)</b>	<b>(63)</b>	<b>(63)</b>	<b>5</b>	<b>(58)</b>
<b>Net Program Expenses</b>	<b>8,015</b>	<b>8,304</b>	<b>8,483</b>	<b>86</b>	<b>8,569</b>

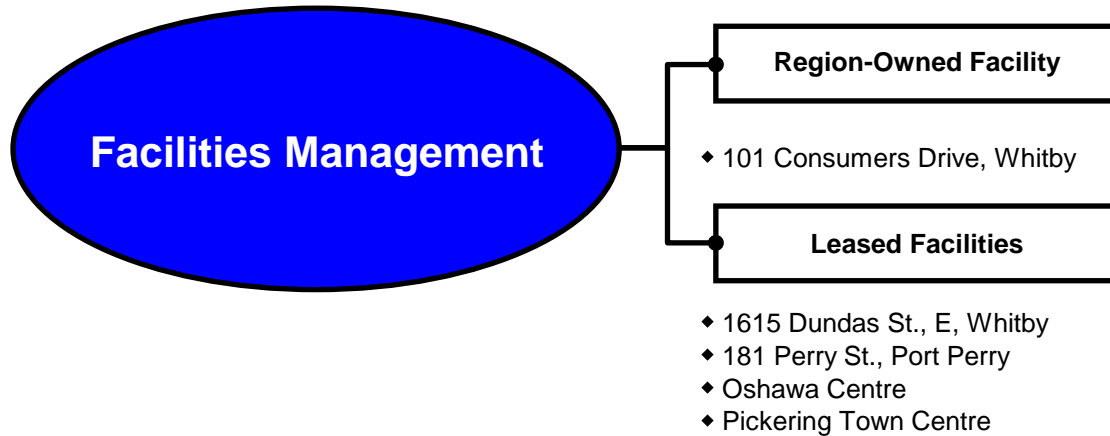
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	8,569
Less: Tangible Capital Assets	(306)
Net Operating Program Expenses Per Program Summary	<u>8,263</u>



**2018 Program Detail**

**Public Health**



**Purpose:**

- ◆ To provide appropriate office and clinic locations to allow wide access to Health Department services and programs.

**Description of Program Activities:**

- ◆ Facilities are maintained through the Facilities Management division of the Works Department.
- ◆ Repairs and upgrades have been identified as necessary in the current year for various premises.

**Description of Program Resources:**

- ◆ Most Public Health staff of the Health Department are located at Regional Headquarters. There is also office and/or clinic space in Whitby (2 locations) and Port Perry.
- ◆ The Health Department operates full-time Sexual Health clinics at the Oshawa Centre and Pickering Town Centre; and on a part-time basis at the Port Perry site.

**Performance Measurements:**

- ◆ Clients and the general population can access programs and services easily.
- ◆ Offices and clinics are in good repair, and meet departmental service and staff needs.
- ◆ Offices and clinics are secure to protect staff, clients, equipment, and supplies.

**PROGRAM 6  
FACILITIES MANAGEMENT**



**2018 Program Detail**

**Public Health**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Supplies	2	2	2	-	2
Utilities	34	44	38	-	38
Materials & Services	3	5	5	-	5
Buildings & Grounds Operations	62	43	43	(3)	40
Equipment Maintenance & Repairs	1	1	1	-	1
Contracted Services	85	87	87	-	87
Leased Facilities Expenses	366	361	361	(3)	358
Insurance	9	9	9	-	9
Major Repairs & Renovations	42	42	-	6	6
<b>Operating Expenses Subtotal</b>	<b>604</b>	<b>594</b>	<b>546</b>	<b>-</b>	<b>546</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works - Facilities Management Charge	45	64	64	(5)	59
Health Recovery - Dental Office	(33)	(33)	(33)	-	(33)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>12</b>	<b>31</b>	<b>31</b>	<b>(5)</b>	<b>26</b>
<b>Gross Operating Expenses</b>	<b>616</b>	<b>625</b>	<b>577</b>	<b>(5)</b>	<b>572</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	-	100	100
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>100</b>
<b>Net Program Expenses</b>	<b>616</b>	<b>625</b>	<b>577</b>	<b>95</b>	<b>672</b>

**PROGRAM 7  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Public Health**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 7  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Public Health**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>1,956</b>	<b>1,956</b>	<b>1,797</b>	<b>198</b>	<b>1,995</b>

## PROGRAM 8 CONTRIBUTION FROM PROVINCE



### 2018 Program Detail

### Public Health

#### Purpose:

- ♦ To contribute towards the cost of providing Mandatory Programs in Durham Region.

#### Description of Program Activities:

- ♦ Funding is provided from the Province of Ontario, through the Ministries of Health and Long-Term Care and Children and Youth Services, for Mandatory Programs, in accordance with the Ontario Public Health Standards and protocols.

**PROGRAM 8  
CONTRIBUTION FROM PROVINCE**



**2018 Program Detail**

**Public Health**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(25,320)	(25,320)	(25,320)	-	(25,320)
<b>Total Revenues</b>	<b>(25,320)</b>	<b>(25,320)</b>	<b>(25,320)</b>	<b>-</b>	<b>(25,320)</b>



TANGIBLE CAPITAL ASSETS - NEW



2018 Program Detail

Public Health

Description	Qty	Unit Cost	Total
		\$	\$
<b>MACHINERY &amp; EQUIPMENT</b>			
<b><u>Health Analytics and Administration - Program 5</u></b>			
<b>Administration</b>			
1 Laptops for new administration positions	2	1,500	3,000
			<u>3,000</u>
<i>Programs 100% Funded</i>			
<b><u>Infectious Diseases - Program 3</u></b>			
<b>Infectious Diseases Prevention Control</b>			
2 Laptops for New PHI Positions	1	1,500	1,500
<b><u>Health Protection - Program 4</u></b>			
<b>Food Safety</b>			
3 Laptop for new PHI Position	1	1,500	1,500
			<u>3,000</u>
			<u>6,000</u>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2018 Program Detail

### Public Health

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Health Analytics and Administration - Program 5</u></b>			
1 Laptop Computers	72	1,500	108,000
2 Power Laptop - tablets	32	2,500	80,000
3 Printers	7	1,000	7,000
4 Environmental Health Tablets	15	2,500	37,500
5 Environmental Health Printers	10	500	5,000
6 Furniture (cabinets, workstations for accessibility, etc)			40,000
7 Network Equipment, including servers			10,000
8 Laptops for Health Emergency Operating Centre backup	10	1,500	15,000
			<b>302,500</b>
<b>BUILDING</b>			
<b><u>Facilities Management - Program 6</u></b>			
9 Office Renovations - 181 Perry Street			100,000
			<b>100,000</b>
			<b>402,500</b>
<i>Programs 100% Funded, but Supplemented with Regional Contributions</i>			
<b>MACHINERY &amp; EQUIPMENT</b>			
<b><u>Healthy Families - Program 2</u></b>			
<b>Healthy Babies, Healthy Children</b>			
10 Power Laptop Computers	8	2,500	20,000
<b>Infant Child Development</b>			
11 Power Laptop Computers	2	2,500	5,000
			<b>25,000</b>
			<b>427,500</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>HEALTH</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**PARAMEDIC SERVICES**

	<u>Page Number</u>
STATION LOCATION MAP .....	324
PROGRAM SUMMARY .....	325
EXPLANATION OF PROGRAM CHANGES .....	327
<b>PROGRAM DETAILS</b>	
1. Administration .....	328
2. Operations .....	330
3. Quality Development .....	335
4. Planning and Logistics .....	337
5. Facilities Management .....	340
6. Hospital Contract – Offload Delay .....	343
7. Tangible Capital Assets .....	345
8. Contribution from Province .....	347
 CAPITAL FORECAST .....	 349



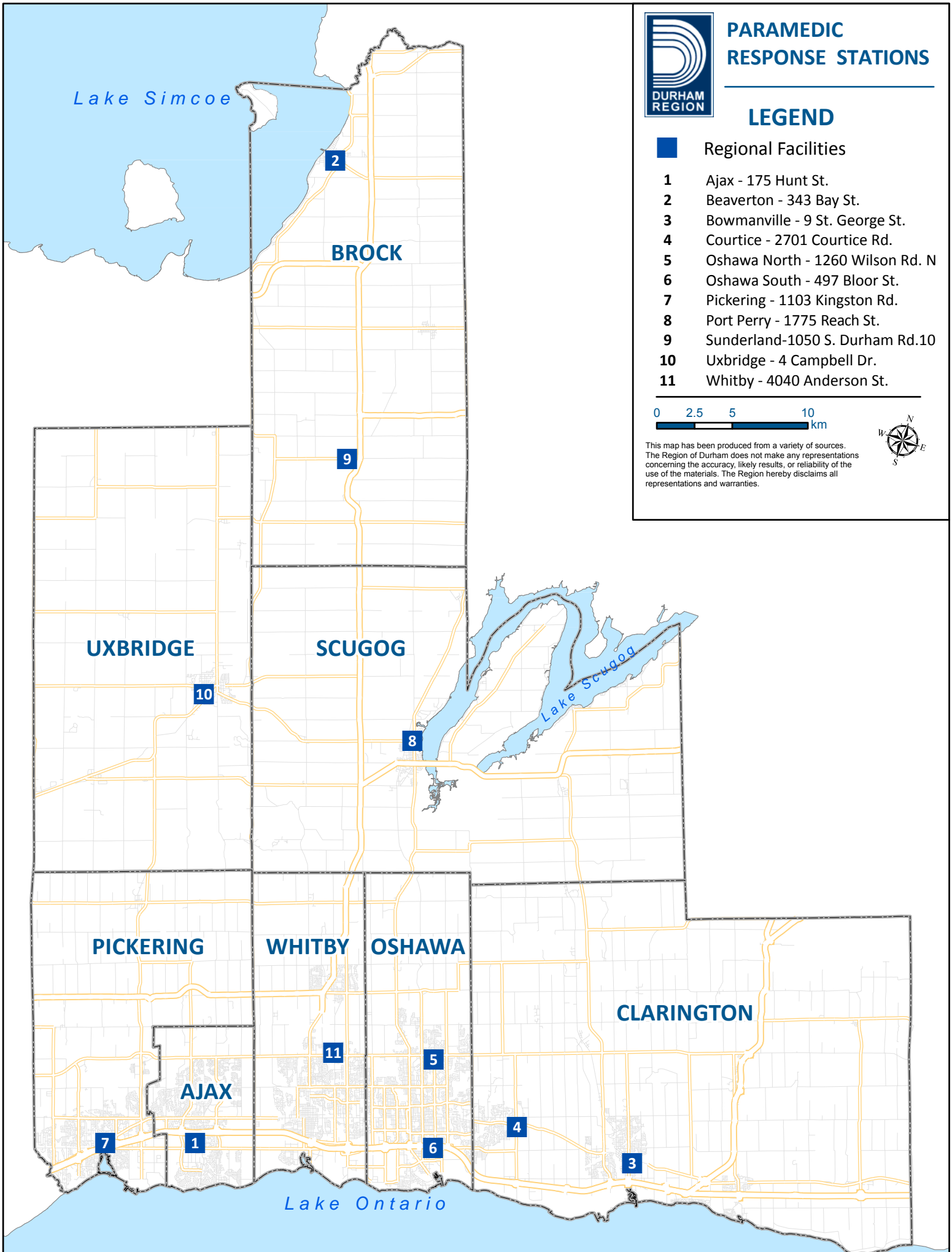
# PARAMEDIC RESPONSE STATIONS

## LEGEND

- Regional Facilities
- 1** Ajax - 175 Hunt St.
- 2** Beaverton - 343 Bay St.
- 3** Bowmanville - 9 St. George St.
- 4** Courtice - 2701 Courtice Rd.
- 5** Oshawa North - 1260 Wilson Rd. N
- 6** Oshawa South - 497 Bloor St.
- 7** Pickering - 1103 Kingston Rd.
- 8** Port Perry - 1775 Reach St.
- 9** Sunderland-1050 S. Durham Rd.10
- 10** Uxbridge - 4 Campbell Dr.
- 11** Whitby - 4040 Anderson St.



This map has been produced from a variety of sources. The Region of Durham does not make any representations concerning the accuracy, likely results, or reliability of the use of the materials. The Region hereby disclaims all representations and warranties.



## PROGRAM SUMMARY

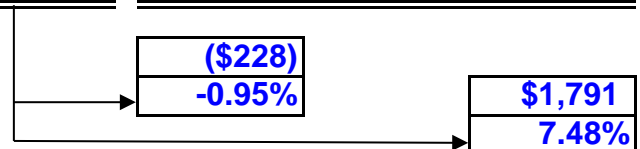


### 2018 Business Plan

### Health - Paramedic Services

By Program	2017		2018		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	3,846	3,565	3,664	-	3,664
2 Operations	33,092	32,727	34,355	264	34,619
3 Quality Development	693	821	840	-	840
4 Planning and Logistics	3,298	3,573	3,534	623	4,157
5 Facilities Management	2,138	2,245	1,869	28	1,897
6 Hospital Contract - Offload Delay					
Net Expenses	475	475	475	-	475
Provincial Subsidy	(475)	(475)	(475)	-	(475)
Subtotal	-	-	-	-	-
<b>Operating Subtotal</b>	<b>43,067</b>	<b>42,931</b>	<b>44,262</b>	<b>915</b>	<b>45,177</b>
<b>Tangible Capital Assets:</b>					
7 New	217	217	-	-	-
7 Replacement	1,964	1,964	1,944	1,362	3,306
7 Contribution from Reserve/ Reserve Fund	-	-	-	(258)	(258)
<b>Tangible Capital Assets Subtotal</b>	<b>2,181</b>	<b>2,181</b>	<b>1,944</b>	<b>1,104</b>	<b>3,048</b>
<b>Total Program Expenses</b>	<b>45,248</b>	<b>45,112</b>	<b>46,206</b>	<b>2,019</b>	<b>48,225</b>
<b>Revenue Programs</b>					
8 Contribution from Province	(21,153)	(21,153)	(22,475)	-	(22,475)
<b>Total Revenue Programs</b>	<b>(21,153)</b>	<b>(21,153)</b>	<b>(22,475)</b>	<b>-</b>	<b>(22,475)</b>
<b>Net Program Expenses</b>	<b>24,095</b>	<b>23,959</b>	<b>23,731</b>	<b>2,019</b>	<b>25,750</b>

Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2018 Business Plan

### Health - Paramedic Services

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	902	Economic increases
Salaries & Benefits	757	Annualization - 12 positions
Operating Expenses	94	Inflationary increases
Operating Expenses	58	Annualization of Sunderland Station
Operating Expenses	(33)	Utility Savings
Operating Expenses	(48)	Fuel Savings
Operating Expenses	(316)	Debt Retirement
Major Repairs & Renovations	(83)	Remove one-time items
Tangible Capital Assets - New	(217)	Remove one-time items
Tangible Capital Assets - Replacement	(20)	Remove one-time items
Contribution from Province	<u>(1,322)</u>	Estimated subsidy increase
	<u><u>(228)</u></u>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Health - Paramedic Services

(\$,000's)

#### Operations

<ul style="list-style-type: none"> <li>◆ New Positions: 4 Full-time Primary Care Paramedic positions, effective July 1, 2018, to enhance coverage on a 16 hour vehicle to 24 hours. (Annualized Cost \$504k)</li> <li>◆ Position Reclassifications: 4 Primary Care Paramedic positions reclassified from 40 hours to 42 hours per week. This is the result of moving a 16 hour ambulance to a 24 hour ambulance.</li> <li>◆ Increase in special event fees resulting from increased costs.</li> </ul>	<p>252</p> <p>22</p> <p>(10)</p> <hr style="border: 0.5px solid black;"/> <p>264</p>
---	--

#### Planning and Logistics

<ul style="list-style-type: none"> <li>◆ Increase in fuel costs resulting from increase in projected litres required for 2018 operations.</li> <li>◆ Increase annual contribution to the Paramedic Services Equipment Reserve required for sustainable funding for capital equipment replacements including power assist cots and defibrillators.</li> </ul>	<p>123</p> <p>500</p> <hr style="border: 0.5px solid black;"/> <p>623</p>
--	---

#### Facilities Management

<ul style="list-style-type: none"> <li>◆ Grounds Maintenance for new Sunderland station.</li> <li>◆ Minor Assets &amp; Equipment: Digital Video Recorder (DVR) upgrades at Oshawa North station.</li> <li>◆ Major Repairs and Renovations: One-time maintenance requirements for Paramedic Response Stations in 2018:                             <ul style="list-style-type: none"> <li>◆ Replace interior blinds at Ajax station</li> <li>◆ Millwork repairs at Courtice station</li> <li>◆ Enclosure to wash area in Logistics building</li> </ul> </li> </ul>	<p>5</p> <p>6</p> <p>4</p> <p>6</p> <p>7</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal 17</p> <hr style="border: 0.5px solid black;"/> <p>28</p>
---	---

#### Tangible Capital Assets

##### REPLACEMENTS - ADDITIONAL

<ul style="list-style-type: none"> <li>◆ Replacement of mobile computers in ambulances are required due to age of existing units and legislative requirement to maintain proper patient care records.</li> <li>◆ Cyclical replacement of defibrillators due to manufacturer end-of-life.</li> <li>◆ Contribution from Paramedic Services Equipment Reserve to partially fund the defibrillator replacements.</li> </ul>	<p>202</p> <p>1,160</p> <p>(258)</p> <hr style="border: 0.5px solid black;"/> <p>1,104</p>
---	--

**Total Program Changes** 2,019



## **2018 Program Detail**

## **Health - Paramedics Services**

### **Purpose:**

- ◆ To provide direction and management of staff, vehicles and facilities for the Paramedic Services division of the Health Department.

### **Description of Program Activities:**

- ◆ Departmental managers will be working closely with the Base Hospital Utilization Committee to review services, and determine priorities and "best practices" for operational effectiveness and efficiency.
- ◆ Currently there are up to 3 Operations Superintendents/Managers to provide clinical and administrative leadership to 60 paramedics staffing 27 ambulances and 6 Rapid Response Vehicles at peak times for the whole of Durham Region. The Regulations of the Ambulance Act (Part VIII) respecting response time standards require ongoing monitoring, investigating and reporting with respect to paramedical and service performance.
- ◆ Currently there are 3 Program Assistants providing all operational, Divisional and Base Hospital Continuing Education scheduling duties and responsibilities until 2300 hours 7 days per week. After hours, all scheduling duties must be assumed by Duty Superintendents/Managers in addition to their regular duties and responsibilities.

### **Description of Program Resources:**

- ◆ 2018 Full Time Staff = 24  
2017 Full Time Staff = 24

### **Performance Measurements:**

- ◆ Reporting of divisional activities are accurate and submitted to the Ministry of Health and Long-Term Care as required; cost-sharing by the province is optimized for operational and capital requirements.  
2018 Planned Service Level: 100%  
2017 Projected Service Level: 100%  
2017 Planned Service Level: 100%



**PROGRAM 1  
ADMINISTRATION**



**2018 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	3,455	3,088	3,181	-	3,181
Personnel Related	30	51	51	-	51
Communications	52	70	71	-	71
Supplies	18	26	26	-	26
Materials & Services	12	21	21	-	21
Equipment Maintenance & Repairs	2	18	18	-	18
Professional Services	2	14	14	-	14
Insurance	170	170	174	-	174
<b>Operating Expenses Subtotal</b>	<b>3,741</b>	<b>3,458</b>	<b>3,556</b>	<b>-</b>	<b>3,556</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate IT Charge	56	56	56	-	56
Corporate HR Charge	68	68	69	-	69
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>124</b>	<b>124</b>	<b>125</b>	<b>-</b>	<b>125</b>
<b>Total Expenses</b>	<b>3,865</b>	<b>3,582</b>	<b>3,681</b>	<b>-</b>	<b>3,681</b>
<b>Revenues</b>					
Fees & Service Charges	(19)	(17)	(17)	-	(17)
<b>Total Revenues</b>	<b>(19)</b>	<b>(17)</b>	<b>(17)</b>	<b>-</b>	<b>(17)</b>
<b>Net Program Expenses</b>	<b>3,846</b>	<b>3,565</b>	<b>3,664</b>	<b>-</b>	<b>3,664</b>



## **2018 Program Detail**

## **Health - Paramedic Services**

### **Purpose:**

- ◆ To provide land ambulance and paramedic services to the residents of Durham Region.

### **Description of Program Activities:**

- ◆ The paramedics work from 11 Paramedic Response Stations throughout the Region.
- ◆ The Region has upgraded the skills of many paramedics from Basic Life Support to Advanced Life Support level (referred to as Paramedic 2), and currently schedules Advanced Care Paramedic service out of every ambulance station in the Region.
- ◆ Every Advanced Care and Primary Care Paramedic will receive 48 hours of continuing medical education annually, in compliance with the legislated continuing education and training standards.

### **Description of Program Resources:**

- ◆ 2018 Full Time Staff = 236                      New Positions: 4 Primary Care Paramedics  
2017 Full Time Staff = 232

### **Performance Measurements:**

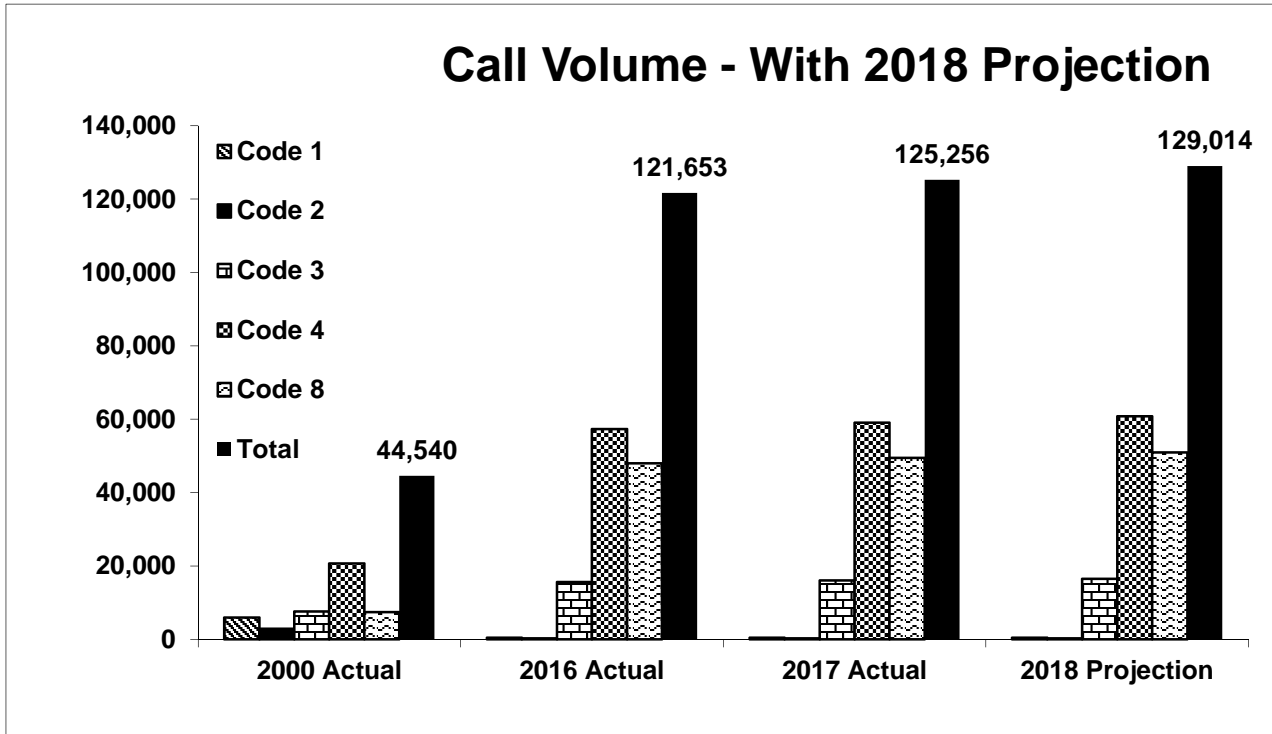
- ◆ Call Volumes
- ◆ Total Cardiac Arrest Summary
- ◆ Response Time Performance Targets
- ◆ Units of Service and Operating Cost Per Unit of Service
- ◆ Ambulance Reaction Time



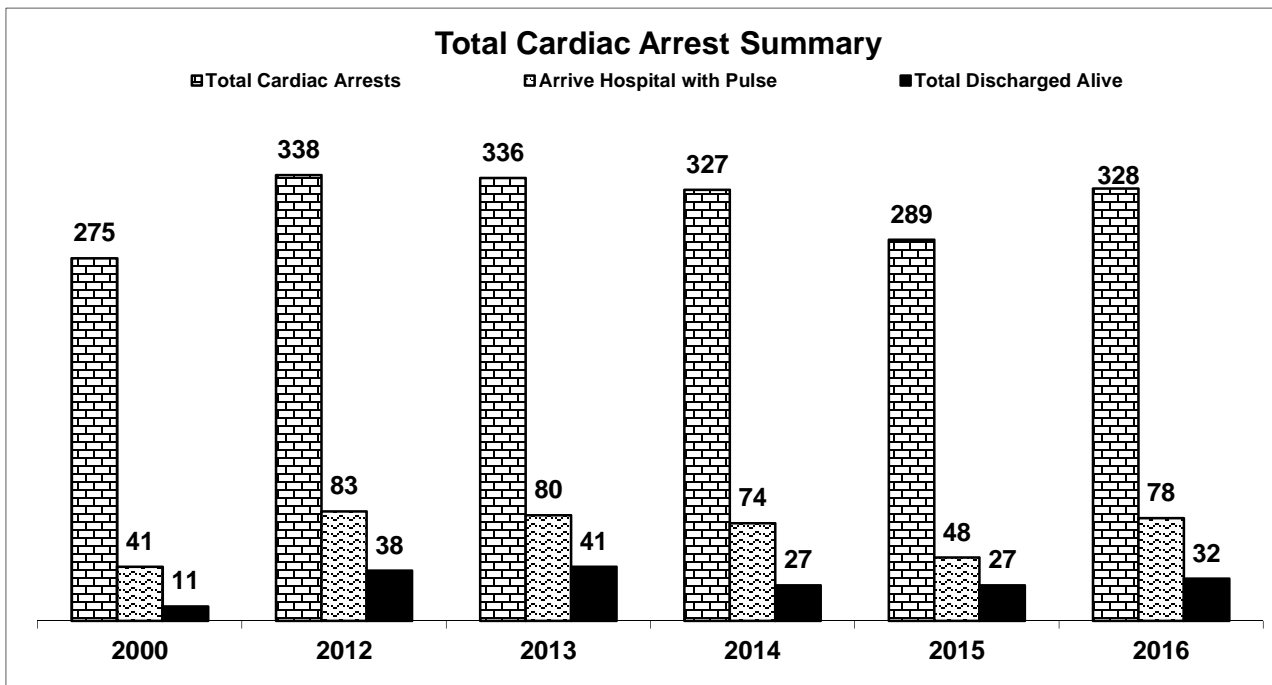
**2018 Program Detail**

**Health - Paramedic  
Services**

**Performance Data:**



Code 1-Non life-threatening; Code 2-Scheduled appointment; Code 3- Prompt, non life-threatening; Code 4-Potential life threatening; Code 8-Emergency coverage standby



Note: 2017 information is not yet available



## 2018 Program Detail

## Health - Paramedic Services

### Response Time Targets:

The following indicates the performance targets and actual performance for 2017. The 2018 targets remain the same as the 2017 targets.

#### Response Time Performance Targets

<b>CTAS I</b>	Resuscitation - 6 Minutes or Less	60% of the time.	2017 Actual = 65.30%
<b>CTAS I</b>	Resuscitation - 8 Minutes or Less	75% of the time.	2017 Actual = 81.40%
<b>CTAS II</b>	Emergent - 10 Minutes or Less	75% of the time.	2017 Actual = 89.29%
<b>CTAS III</b>	Urgent - 15 Minutes or Less	75% of the time.	2017 Actual = 95.63%
<b>CTAS IV</b>	Less Urgent - 20 Minutes or Less	75% of the time.	2017 Actual = 98.72%
<b>CTAS V</b>	Non Urgent - 25 Minutes or Less	75% of the time.	2017 Actual = 99.15%

**CTAS is an evaluation tool developed for hospital emergency departments and is used to determine the time the patient should be seen by a physician as follows:**

- Resuscitation - Patient needs immediate physician care 98% of the time.
- Emergent - Patient needs physician care within 15 min, 95% of the time.
- Urgent - Patient needs physician care within 30 min, 90% of the time.
- Less Urgent - Patient needs physician care within 60 min, 85% of the time.
- Non Urgent - Patient needs physician care within 120 min, 80% of the time.

**This tool does not readily apply to paramedic response as the CTAS level of the patient is not determined until the paramedic has conducted a primary assessment of the patient.**

Calls are dispatched based on preliminary information provided over the phone and are not dispatched based on CTAS assessment.



**2018 Program Detail**

**Health - Paramedic  
Services**

**Units of Service:**

	<b>2017 Budget</b>	<b>2018 Budget</b>
Total paramedics hours of service	420,457	429,240
Total vehicle hours of service	223,368	227,760

**Operating Cost Per Unit of Service:**

	<b>2017 Est Actual</b>	<b>2018 Projected</b>
Cost per paramedic staffing hour	\$ 102.43	\$ 105.25
Cost per vehicle hour of service	192.81	198.35
Cost per budget call volume per year	343.83	350.16
Projected cost per household	184.53	189.80

Operating cost per unit of service is calculated based on the total operating costs before tangible capital assets and provincial contribution.

**Ambulance Reaction Time:**

Ambulance reaction time i.e. <2 minutes from time of receiving call for emergencies.

2018 Planned Service Level: 99.7%

2017 Projected Service Level: 99.7%

2017 Planned Service Level: 99.7%

**PROGRAM 2  
OPERATIONS**



**2018 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	32,923	31,867	33,404	274	33,678
Personnel Related	272	326	396	-	396
Communications	98	133	142	-	142
Supplies	27	86	86	-	86
Chemicals	69	130	130	-	130
Computer Maintenance & Operations	212	212	218	-	218
Materials & Services	163	191	197	-	197
<b>Total Expenses</b>	<b>33,764</b>	<b>32,945</b>	<b>34,573</b>	<b>274</b>	<b>34,847</b>
<b>Revenues</b>					
Fees & Service Charges	(672)	(218)	(218)	(10)	(228)
<b>Total Revenues</b>	<b>(672)</b>	<b>(218)</b>	<b>(218)</b>	<b>(10)</b>	<b>(228)</b>
<b>Net Program Expenses</b>	<b>33,092</b>	<b>32,727</b>	<b>34,355</b>	<b>264</b>	<b>34,619</b>



## 2018 Program Detail

## Health - Paramedic Services

### Purpose:

- ♦ To ensure high quality land ambulance and paramedic services are delivered to the residents of Durham Region, by conducting peer reviews of paramedic records, and providing mandatory medical training to paramedics.

### Description of Program Activities:

- ♦ Quality and Development Facilitators conduct peer review and compliance feedback of electronic and/or hard copy Ambulance Call Reports each year, to ensure appropriate medical treatment was delivered, and that protocols/standards of care were followed. This retrospective analysis is a significant component of the legislated service review and requirements.
- ♦ The Quality and Development program staff are responsible for ensuring all paramedic staff receive the required mandatory medical education and training each year, and that the staff meet all the required qualifications. Training may be offered directly to staff, or arranged through the Central East Prehospital Care program (at Lakeridge Health - Oshawa).
- ♦ Every Paramedic will receive 48 hours of continuing medical education annually, to comply with legislated continuing education and training standards.
- ♦ The Quality and Development Facilitators have received training on the "Road to Mental Readiness" and will continue to deliver programs throughout the year to ensure compliance with the Ministry of Labour Legislation Bill 163 regarding Post Traumatic Stress Disorder (PTSD) prevention programs in the workplace.

### Description of Program Resources:

- ♦ 2018 Full Time Staff = 6  
2017 Full Time Staff = 6

### Performance Measurements:

- ♦ Achieve 100% of the mandatory training requirements for all paramedic employees.
- ♦ Compliance with all licensing standards defined by the Ministry of Health and Long-Term Care.  
2018 Planned Service Level: 100%  
2017 Projected Service Level: 100%  
2017 Planned Service Level: 100%
- ♦ Basic Life Support patient care standards are met, per provincial requirements: 100%
- ♦ Advanced Life Support patient care standards are provided, per provincial requirements: 100%
- ♦ Completeness of Ambulance Call reporting and quality of patient care provided.

**PROGRAM 3  
QUALITY DEVELOPMENT**



**2018 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	671	785	804	-	804
Personnel Related	1	5	5	-	5
Supplies	21	31	31	-	31
<b>Net Program Expenses</b>	<b>693</b>	<b>821</b>	<b>840</b>	<b>-</b>	<b>840</b>





**2018 Program Detail**

**Health - Paramedic  
Services**

**Purpose:**

- ♦ To provide land ambulance and paramedic services to the residents of Durham Region, by ensuring all vehicles are well-maintained and available for deployment, and medical supplies/equipment are available in all Paramedic Response Stations.

**Description of Program Activities:**

- ♦ Paramedics work from 11 Paramedic Response Stations throughout the Region, and handle approximately 122,000 calls per year (includes emergency and non-emergency calls as well as emergency coverage reinstatement assignments).
- ♦ The Program Logistics Coordinator and staff deliver medical supplies and equipment to all stations on a daily basis, and effects repairs to equipment (such as stretchers and defibrillators) as necessary.
- ♦ The Logistics manager is responsible for logistical co-ordination of paramedic equipment and supplies. In the event of major incidents, such as industrial accidents or crash sites, the Logistics manager works closely with the Operational Superintendents to ensure an appropriate level of resources are available.

**Description of Program Resources:**

- ♦ 2018 Full Time Staff = 5  
2017 Full Time Staff = 5
- ♦ The Paramedic Services division employs the following in its fleet:

	Actual 2016	Est. Actual 2017	Budget 2017	Budget 2018
Ambulances - operating	27	27	27	27
- spares**	16	16	15	15
Emergency Response Vehicles - operating	6	6	6	6
- spares**	2	2	2	2
Management Support Vehicles - operating	4	4	4	4
- spares**	1	1	1	1
Paramedic Personnel Transport Units*	11	11	11	11
Operational Support Vehicles	11	11	11	11
Command Vehicles - operating	3	3	3	3
- spare	1	1	1	1
Bariatric Special Purpose Vehicle			1	1
	82	82	82	82

\* Redeployed decommissioned emergency response vehicles as paramedic transport vehicles in accordance with collective agreement commitments, risk mitigation and economic efficiency. These vehicles are stripped of all warning systems and utilized by paramedics to relieve paramedics at end of shift when delayed at the hospital and to relocate staff during the shift when required. This is a cost-effective and extended vehicle useful lifecycle option.



**2018 Program Detail**

**Health - Paramedic  
Services**

**Description of Program Resources (continued):**

- \*\* The spare vehicle fleet needs to be maintained and enhanced, based on operational requirements and demands, for preventative maintenance and repair, contractual service special event coverage and emergency preparedness purposes. Spare vehicle fleet enhancement is achieved by deferring decommissioning of one or more vehicles that have been replaced, a cost-effective and alternative use extended lifecycle transportation option.

**Performance Measurements:**

- ◆ Ambulances and vehicles are available for regular service, and enhanced service when required.  
2018 Planned Service Level: 99%  
2017 Projected Service Level: 98%  
2017 Planned Service Level: 99%
- ◆ Ambulances receive routine and preventive maintenance, in accordance with provincial standards.  
2018 Planned Service Level: 99%  
2017 Projected Service Level: 98%  
2017 Planned Service Level: 99%
- ◆ Medical equipment is in good working order, and available for paramedics.
- ◆ An inventory of medical supplies is maintained in the central storage facility, and each Paramedic Response Station maintains an adequate level of supplies at all times. The new Sunderland Paramedic Response station will maintain additional supplies as contingency and to improve ability for effective response to incidents in North Durham.

**PROGRAM 4  
PLANNING AND LOGISTICS**



**2018 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	430	471	480	-	480
Personnel Related	6	6	6	-	6
Supplies	37	18	18	-	18
Medical Care	937	1,016	1,016	-	1,016
Equipment Maintenance & Repairs	36	60	60	-	60
Vehicle Operations	1,540	1,690	1,642	123	1,765
Contribution to Reserve & Reserve Funds	309	309	309	500	809
<b>Operating Expenses Subtotal</b>	<b>3,295</b>	<b>3,570</b>	<b>3,531</b>	<b>623</b>	<b>4,154</b>
<b>Transfers from Related Entities</b>					
NextGen Charge	3	3	3	-	3
<b>Transfers from Related Entities Subtotal</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Net Program Expenses</b>	<b>3,298</b>	<b>3,573</b>	<b>3,534</b>	<b>623</b>	<b>4,157</b>



**2018 Program Detail**

**Health - Paramedic  
Services**

**Facilities Management**

- ◆ Ajax - 175 Hunt St.
- ◆ Beaverton - 343 Bay St.
- ◆ Bowmanville - 9 St. George St.
- ◆ Courtice - 2701 Courtice Rd.
- ◆ Oshawa North - 1260 Wilson Rd. N
- ◆ Oshawa South - 497 Bloor St.
- ◆ Pickering - 1103 Kingston Rd.
- ◆ Port Perry - 1775 Reach St.
- ◆ Sunderland - 1050 South Durham Rd. 10
- ◆ Uxbridge - 4 Campbell Dr.
- ◆ Whitby - 4040 Anderson St.

**Purpose:**

- ◆ To provide land ambulance and paramedic services to residents of Durham Region.

**Description of Program Activities:**

- ◆ Facilities are maintained through the Facilities Management division of the Works Department.
- ◆ Various repairs, upgrades and replacements have been identified as necessary in the current year for the Paramedic Response Stations.

**Description of Program Resources:**

- ◆ Eleven Paramedic Response Stations are operated throughout the Region.
- ◆ Management and administration staff are located at Paramedic Headquarters, 4040 Anderson St., Whitby. Paramedic supply Storage Facility is adjacent to this building.
- ◆ Occupancy of the Sunderland station will provide a secondary Logistics storage area for supplies to address business continuity concerns.

**Performance Measurements:**

- ◆ Station locations
- ◆ Station condition
- ◆ Stations are secure to protect vehicles, equipment, supplies and staff



**2018 Program Detail**

**Health - Paramedic  
Services**

**Performance Data:**

- ◆ Stations are located so as to allow Paramedic staff to meet provincial response standards as closely as possible across the Durham Region.
- ◆ Stations are in good repair, and meet divisional service and staff needs.  
2018 Planned Service Level: 100%  
2017 Projected Service Level: 100%  
2017 Planned Service Level: 100%
- ◆ Stations are secure to protect vehicles, equipment, supplies and staff.  
2018 Planned Service Level: 100%  
2017 Projected Service Level: 99%  
2017 Planned Service Level: 100%

**PROGRAM 5  
FACILITIES MANAGEMENT**



**2018 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Supplies	11	6	7	-	7
Utilities	201	279	263	-	263
Materials & Services	35	33	34	-	34
Buildings & Grounds Operations	233	272	300	5	305
Equipment Maintenance & Repairs	60	40	41	-	41
Debt Charges	1,099	1,099	783	-	783
Contracted Services	111	121	130	-	130
Leased Facilities Expenses	153	152	141	-	141
Insurance	63	63	68	-	68
Minor Assets & Equipment	-	-	-	6	6
Major Repairs & Renovations	83	83	-	17	17
<b>Operating Expenses Subtotal</b>	<b>2,049</b>	<b>2,148</b>	<b>1,767</b>	<b>28</b>	<b>1,795</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works - Facilities Management Charge	89	97	102	-	102
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>89</b>	<b>97</b>	<b>102</b>	<b>-</b>	<b>102</b>
<b>Net Program Expenses</b>	<b>2,138</b>	<b>2,245</b>	<b>1,869</b>	<b>28</b>	<b>1,897</b>

# PROGRAM 6 HOSPITAL CONTRACT - OFFLOAD DELAY



## 2018 Program Detail

## Health - Paramedic Services

### Purpose:

- ♦ To reduce ambulance offload delays at hospital emergency rooms by assigning Designated Offload Nurse (DON) personnel to receive ambulance patients.

### Description of Program Activities:

- ♦ Region of Durham Paramedic Services has been allocated 100% one-time Provincial funding (2017-2018) and has negotiated agreements with both Lakeridge Health Oshawa and Lakeridge Health Ajax and Pickering hospitals to hire additional Emergency Department personnel to receive patients arriving by ambulance. It is anticipated funding will continue throughout 2018. Since this program is fully funded by the province any change in funding will have an immediate affect on the delivery of the program.

### Description of Program Resources:

- ♦ Designated hospital personnel, employed by the applicable hospital, providing designated offload nursing coverage to manage up to four (4) patients that have arrived by ambulance at any one time at each of the two (2) locations.

### Performance Measurements:

- ♦ Region of Durham Paramedic Services is required under the funding agreement with the Province to provide performance data as it relates to contracted hospitals:
  - 1) Average 90th Percentile ambulance off-load time at DON hospitals
  - 2) Average daily patient load at DON hospitals
  - 3) Potential lost time hours saved and patient volume managed by the DON program

### Performance Data:

	Estimated Actual 2016	Target 2016	Estimated Actual 2017	Target 2017	Target 2018
♦ 90th Percentile Offload Time	01:10:00	00:55:00	1:26:14	00:55:00	01:30:00
♦ Hours of Offload Delay					
♦ Lakeridge Health Oshawa	4,100	5,000	28,338	5,000	50,000
♦ Lakeridge Health Ajax and Pickering	1,700	2,500	3,334	2,500	10,000
♦ Contract: Estimated Saved Hours	10,000	7,500	50,000	10,000	80,000
♦ Contract: Patients Helped	3,000	2,700	7,335	3,000	10,000

**PROGRAM 6  
HOSPITAL CONTRACT - OFFLOAD DELAY**



**2018 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contracted Services	475	475	475	-	475
<b>Total Expenses</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>-</b>	<b>475</b>
<b>Revenues</b>					
Provincial Subsidy	(475)	(475)	(475)	-	(475)
<b>Total Revenues</b>	<b>(475)</b>	<b>(475)</b>	<b>(475)</b>	<b>-</b>	<b>(475)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**PROGRAM 7  
TANGIBLE CAPITAL ASSETS**



**2018 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Tangible Capital Assets</b>					
New	217	217	-	-	-
Replacement	1,964	1,964	1,944	1,362	3,306
Contribution from Reserve / Reserve Fund	-	-	-	(258)	(258)
<b>Total Tangible Capital Assets</b>	<b>2,181</b>	<b>2,181</b>	<b>1,944</b>	<b>1,104</b>	<b>3,048</b>

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Health - Paramedic  
Services**

Description	Qty	Unit Cost	Total
		\$	\$
<b>VEHICLES</b>			
1 Ambulances	9	190,000	1,710,000
2 Emergency Response Vehicles	2	76,000	152,000
3 Management Support Vehicle	1	42,000	42,000
			<u><b>1,904,000</b></u>
<b>MACHINERY &amp; EQUIPMENT</b>			
4 Station Furniture (chairs, cabinets, tables, etc.)			35,000
5 Defibrillators	50	23,200	1,160,000
6 Station Desktops & Monitors	6	950	5,700
7 Computers for vehicles	31	6,500	201,500
			<u><b>1,402,200</b></u>
			<u><u><b>3,306,200</b></u></u>

Note:

Defibrillators must be replaced every 4 to 5 years and the cost is partially funded through annual contributions to the Paramedic Services Equipment Reserve.

## PROGRAM 8 CONTRIBUTION FROM PROVINCE



### 2018 Program Detail

### Health - Paramedic Services

#### Purpose:

- ♦ To provide land ambulance and paramedic services to the residents of Durham Region.

#### Description of Program Activities:

- ♦ The Province of Ontario, through the Ministry of Health and Long-Term Care, provides a contribution towards the operations of the Paramedic Services Division.
- ♦ Since 2006, the Province increased provincial funding for land ambulance services in a phased-in approach to achieve 50-50 cost-sharing for 2009. Confirmation from the Ministry with respect to 2018 funding is still pending.
- ♦ The Paramedic Services Division provides paramedics and ambulances to attend special events, on a purchase of service basis established through contracts. Costs and revenues for this service are in the Operations program (Program 2). Many of the events serviced take place at Canadian Tire Motor Sport Park in Clarington (e.g. automobile races) and the Tribute Communities Centre (Oshawa Generals) in Oshawa.
- ♦ The Province provided targeted 100% funding to ease offload delays in hospital emergency rooms. Region of Durham Paramedic Services have negotiated with local hospitals to hire additional Emergency Department personnel to receive patients arriving by ambulance. Costs and subsidy for this program are included in the Hospital Contract-Offload Delay program (Program 6).

**PROGRAM 8  
CONTRIBUTION FROM PROVINCE**



**2018 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Provincial Subsidy	(21,153)	(21,153)	(22,475)	-	(22,475)
<b>Total Revenues</b>	<b>(21,153)</b>	<b>(21,153)</b>	<b>(22,475)</b>	<b>-</b>	<b>(22,475)</b>



## 2018 - 2027 Capital Forecast

## Health - Paramedic Services

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

Type and Notes	Description	Current 2018	2019	2020	2021	2022	2023- 2027	2019-2027 TOTAL
<b>NEW</b>								
<b>Machinery &amp; Equipment</b>								
1	Stairchairs	-	7	-	7	-	21	35
1	Main Stretchers	-	52	-	52	-	156	260
1	Scoop Stretchers	-	3	-	3	-	9	15
1	Defibrillators	-	70	-	70	-	210	350
1	Computers for Vehicles	-	13	-	13	-	39	65
<b>Vehicles</b>								
1	Ambulances	-	380	-	380	-	1,140	1,900
<b>Building</b>								
2	Seaton Station Design and Planning	1,000	-	-	-	-	-	-
3	Clarington Station Land and Design	1,100	-	-	-	-	-	-
2	Seaton Station Construction	-	2,500	-	-	-	-	2,500
3	Clarington Station Construction	-	2,700	-	-	-	-	2,700
<b>New Subtotal</b>		<b>2,100</b>	<b>5,725</b>	<b>-</b>	<b>525</b>	<b>-</b>	<b>1,575</b>	<b>7,825</b>
Type and Notes	Description	Current 2018	2019	2020	2021	2022	2023- 2027	2018-2026 TOTAL
<b>REPLACEMENT</b>								
<b>Machinery &amp; Equipment</b>								
4	Defibrillators	1,160	-	-	-	-	2,240	2,240
5	Bariatric Stretcher	-	30	-	30	-	30	90
6	Stairchairs	-	-	193	-	-	193	386
6	Scoop Stretchers	-	-	-	120	-	-	120
7	Main Stretchers	-	-	-	-	-	1,720	1,720
8	Station Computers	6	6	6	6	6	30	54
9	Computers for Vehicles	201	-	-	246	202	448	896
10	Office and Station Furniture	35	35	35	35	35	175	315
11	Patient Clinical Training Simulators	-	100	-	-	100	-	200
<b>Vehicles</b>								
12	Ambulances	1,710	1,710	1,900	1,900	1,900	11,020	18,430
13	Emergency Response Vehicles	152	152	152	152	152	760	1,368
14	Management Support Vehicle	42	42	42	42	42	210	378
15	Bariatric Special Purpose Vehicle	-	210	-	-	-	420	630
16	Logistics Delivery Truck	-	-	-	100	-	100	200
17	ESU/Special Events Trailer	-	-	-	60	-	60	120
<b>Building</b>								
18	Uxbridge Station Land and Design	-	1,250	-	-	-	-	1,250
18	Uxbridge Station Construction	-	-	-	4,500	-	-	4,500
<b>Replacement Subtotal</b>		<b>3,306</b>	<b>3,535</b>	<b>2,328</b>	<b>7,191</b>	<b>2,437</b>	<b>17,406</b>	<b>32,897</b>
<b>TOTAL TANGIBLE CAPITAL ASSETS:</b>		<b>5,406</b>	<b>9,260</b>	<b>2,328</b>	<b>7,716</b>	<b>2,437</b>	<b>18,981</b>	<b>40,722</b>
Financing will be sourced from a combination of property taxes, provincial subsidy, development charges and contribution from reserves								



## 2018 - 2027 Capital Forecast

## Health - Paramedic Services

### Notes:

### NEW:

1. New ambulances are required in order to maintain response time reliability with increasing call volumes. This corresponds to the additional staffing requests. (2-2019, 2-2021, 2-2023, 2-2025, 2-2027). All new ambulances require the following equipment: 2 Toughbook mobile computers, a stairchair, a main stretcher, scoop stretcher, and defibrillator.
2. Design and planning of a new Seaton paramedic response station is required prior to construction.
3. A new Clarington response station is needed to meet increasing call volumes and ensure legislative response times are met.

### REPLACEMENT:

4. Defibrillators are required to be replaced every 5 years. Cyclical replacement is scheduled for 2018 and 2023. There is an annual contribution to a reserve fund for this purpose and will cover the cost of the replacement.
5. Bariatric stretchers are required to comfortably and safely facilitate the transport of bariatric patients. Stretchers need to be replaced based on the recommendations of the manufacturer. (1-2019, 1-2021, 1-2026)
6. Conveyance equipment such as stairchairs and scoop stretchers require cyclical replacement every seven years for patient safety, staff safety, risk mitigation and ambulance service certification standards.
7. Based on manufacturer's recommendations, main stretchers require a refurbishment at 5 years to extend their life cycle to 7 years. (refurbishment 43-2023) (replacement 43-2025)
8. All computers at HQ and in all paramedic response stations are replaced on a 4 year lifecycle in accordance with Corporate IT policy requirements.
9. Mobile computers in ambulances and emergency response vehicles have a lifecycle of approximately four years based on current experience and corporate IT policy. A portion of these computers will require cyclical replacement.
10. Furniture at all paramedic response stations and office furnishings at headquarters must be replaced periodically in order to maintain a functional, safe and healthy work environment.
11. Patient clinical trainer simulators are used for the practice, remediation and evaluation of paramedic clinical care skills and require replacement in 2019 and 2022.
12. Based on the size of the fleet and as per the approved provincial replacement schedule, the number of replacement ambulances required are 9 in 2018, 9 in 2019, 10 in 2020, 10 in 2021, 10 in 2022, 11 in 2023, 11 in 2024, 12 in 2025, 12 in 2026, and 12 in 2027.
13. Based on the number of Emergency Response vehicles in the fleet, and as per the provincial approved replacement schedule, Paramedic Services maintain the base number of replacement vehicles purchased at two each year.
14. Management support vehicles are cyclically and routinely replaced to meet provincial approved replacement schedules and standards. These vehicles are procured to be consistent with emergency response vehicle design in order to enhance lifecycle functionality and flexibility.
15. Bariatric Special purpose vehicles will require cyclical replacement. (1-2019, 1-2024, 1-2025)
16. Logistics delivery trucks require cyclical replacement to meet the service operational requirements and the provincial approved replacement schedule. (1-2021, 1-2023)
17. ESU/Special event trailers require cyclical replacement every 15 years and will require replacement in 2021 and 2023 to meet service operational requirements, emergency and preparedness planning, and increase paramedic service demands at community special events, festivals, and contractual services.
18. Land acquisition (2019) and construction (2021) for the replacement of the current Paramedic Response Station in Uxbridge which is an aging leased property.

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**EMERGENCY MANAGEMENT AND PROGRAM SUPPORT SERVICES**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>352</b>
<b>PROGRAM SUMMARY .....</b>	<b>354</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>355</b>
<b>PROGRAM DETAILS</b>	
1. Emergency Management.....	356
2. Program Support Services.....	359
3. Local Diversity and Immigration.....	361
Tangible Capital Assets - Replacement.....	363



**2018 Business Plan**

**Social Services - Emergency Management and Program Support Services**

**Major Services & Activities**

<b>Emergency Management</b>	<ul style="list-style-type: none"> <li>◆ Provide social services to residents as a result of natural or man-made emergencies and to maintain readiness in case of an emergency within Durham Region and the surrounding area.</li> </ul>
-----------------------------	--

<b>Program Support Services</b>	<ul style="list-style-type: none"> <li>◆ Assist the Department and the Commissioner's Office to continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs, and to continue to coordinate the Department retaining the Canada Order of Excellence from Excellence Canada. This was awarded to the Department in 2015 and is reviewed every three years. In 2018, the Department will be meeting with Excellence Canada staff to begin the adjudication process.</li> </ul>
---------------------------------	---

<b>Local Diversity and Immigration</b>	<ul style="list-style-type: none"> <li>◆ Provide a collaborative community framework to facilitate development and implementation of the Diversity and Immigration Community Plan.</li> <li>◆ Facilitate the ongoing development and operations of the Local Diversity and Immigration Partnership Council.</li> <li>◆ Improve settlement and integration outcomes for newcomers and all diverse populations.</li> </ul>
--	--

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

<b>Strategic Goal A.2 - Diligently attract, retain and mentor the next generation of employees to build a skilled, engaged and diverse workforce.</b>	
<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Plans for the immigrant employment network completed.</li> <li>◆ Identify and act upon opportunities to support economic development through the Local Diversity and Immigration Partnership Council (LDIPC).</li> <li>◆ Support and promote newcomer-focused labour market partnerships.</li> </ul>	

<b>Strategic Goal B.4 - Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.</b>	
<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to build on the existing LDIPC.</li> </ul>	



## STRATEGIC PLANNING



### 2018 Business Plan

Social Services - Emergency  
Management and Program  
Support Services

Strategic Goals		
Goal	Description	Responsibility - Support
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

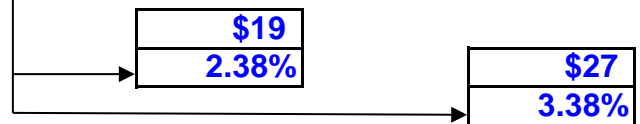


### 2018 Business Plan

### Social Services - Emergency Management and Program Support Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Emergency Management	155	167	169	-	169
2 Program Support Services	652	632	643	-	643
3 Local Diversity and Immigration					
Net Expenses	280	271	278	(6)	272
Federal Subsidy	(280)	(271)	(272)	-	(272)
Local Diversity and Immigration Subtotal	-	-	6	(6)	-
<b>Operating Subtotal</b>	807	799	818	(6)	812
<b>Tangible Capital Assets:</b>					
2 Replacement	1	1	1	14	15
<b>Tangible Capital Assets Subtotal</b>	1	1	1	14	15
<b>Net Program Expenses</b>	<b>808</b>	<b>800</b>	<b>819</b>	<b>8</b>	<b>827</b>

### Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	19	Economic increases
	19	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

Social Services - Emergency  
Management and Program  
Support Services

(\$'000's)

#### Local Diversity and Immigration

- ◆ New Position: 1.00 Program Assistant, effective July 1, 2018, to continue to support the Local Diversity and Immigration program. (Annualized cost is \$84k)
42
- ◆ Position Transfer: 0.35 Policy Advisor to Family Services-Core Community Services to align the work plan of this position to support initiatives related to community development that fall within the Family Services mandate.
(48)

(6)

#### Tangible Capital Assets

##### Tangible Capital Assets - Replacement

- ◆ Computer replacements
14

14

**Total Program Changes      8**



## **2018 Program Detail**

### **Social Services - Emergency Management and Program Support Services**

#### **Purpose:**

- ◆ To provide social services to residents as a result of natural or man-made emergencies and to maintain readiness in case of an emergency within Durham Region and the surrounding area.

#### **Description of Program Activities:**

- ◆ Emergency Management plans, procedures, training, preparedness, and recovery is a mandatory program for Durham Region and the Social Services Department under Provincial legislation.

These services include but are not limited to:

- ◆ Emergency assistance (such as food, shelter, clothing, critical incident stress debriefing, pet sheltering and financial assistance)
- ◆ Liaising with volunteer agencies
- ◆ Organizing evacuation and reception centres
- ◆ Arranging registration and inquiry services
- ◆ Managing offers of assistance
- ◆ Acquiring services from businesses, citizens and other organizations
- ◆ Managing communications
- ◆ Updating and maintaining the Social Services Emergency Plan
- ◆ Planning and implementing the Social Services Emergency Operation Centre (SSEOC)
- ◆ Training of Department staff
- ◆ Annual emergency exercises, which include evacuation centres, nuclear reception centres and/or emergency staff notification and recall

In addition there is the responsibility to organize:

- ◆ Briefing and debriefing of staff and potential evacuees
- ◆ Post-event and post exercise assessments
- ◆ Implementation of assessment recommendations

Other activities include:

- ◆ Participating in Provincial, Municipal and Federal emergency social services activities through such organizations as Ontario Municipal Social Services Association (OMSSA), the Ontario Central Emergency Social Services Committee and the Municipal Emergency Social Services Network
- ◆ Documenting exercises for staff training
- ◆ Responding to smaller-scale incidents where social services are required
- ◆ Participating in exercises held by member municipalities in Durham Region or involving other social services departments
- ◆ Identifying and assessing evacuation sites
- ◆ Inventorying and updating emergency supplies
- ◆ Building relationships with municipal community partners
- ◆ Testing staff notification procedures and technology



**2018 Program Detail**

**Social Services - Emergency  
Management and Program  
Support Services**

**Description of Program Resources:**

- ◆ Emergency Management supplies and equipment for evacuation/reception centres
- ◆ Emergency Management supplies and equipment for Social Services Operation Centre
- ◆ Professional development
  
- ◆ 2018 Full Time Staff = 1
- 2017 Full Time Staff = 1

**Performance Measurements:**

- ◆ Staff training and resulting exercise and incident evaluations through planned emergency exercises.

**Performance Data:**

**Planned emergency exercises:**

<b>Year</b>	<b>Centre</b>	<b>Type</b>	<b>Date</b>
2018	Nuclear Reception Centre	Field exercise	Fall
2019	Nuclear Reception Centre	Field exercise	Spring
2020	Evacuation Centre	Field exercise	Spring
2021	Nuclear Reception Centre	Field exercise	Spring

**PROGRAM 1  
EMERGENCY MANAGEMENT**



**2018 Program Detail**

**Social Services - Emergency  
Management and Program  
Support Services**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	116	111	113	-	113
Personnel Related	8	7	7	5	12
Communications	2	2	2	-	2
Supplies	2	10	10	(5)	5
Materials & Services	22	32	32	-	32
<b>Operating Expenses Subtotal</b>	<b>150</b>	<b>162</b>	<b>164</b>	<b>-</b>	<b>164</b>
<b>Transfers from Related Entities</b>					
NextGen Charge	5	5	5	-	5
<b>Transfers from Related Entities Subtotal</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>5</b>
<b>Net Program Expenses</b>	<b>155</b>	<b>167</b>	<b>169</b>	<b>-</b>	<b>169</b>



## **2018 Program Detail**

### **Social Services - Emergency Management and Program Support Services**

#### **Purpose:**

- ◆ To assist the Department and the Commissioner's Office to continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs and to coordinate Departmental implementation of its Excellence Canada initiatives.

#### **Description of Program Activities:**

- ◆ To establish a strategic policy development capacity within the organization to support more effective longer-term planning, program and service development and related initiatives.
- ◆ To prepare an investment-based programs and services framework to support ongoing Department program development, delivery and evaluation in order to help develop Durham's human potential and economy.
- ◆ To continue to maintain the Canada Order of Excellence from Excellence Canada for the Department's Quality Programs.
- ◆ To help increase community service provider partnerships and service availability and access.
- ◆ To continue to develop research and innovation capacity in the Department and to increase the Department's efforts in implementing leading edge ideas and best practices.
- ◆ Involvement in broad-based community projects that impact human services, and also strengthen ties with municipalities, the Province and local agencies.
- ◆ Present and advocate for traditional and new sources of funding for social services.

#### **Description of Program Resources:**

- ◆ 2018 Full Time Staff = 4  
2017 Full Time Staff = 4

**PROGRAM 2  
PROGRAM SUPPORT SERVICES**



**2018 Program Detail**

**Social Services - Emergency  
Management and Program  
Support Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	470	476	487	-	487
Personnel Related	87	84	84	(7)	77
Communications	25	12	12	-	12
Supplies	5	7	7	-	7
Materials & Services	40	41	41	-	41
Professional Services	25	12	12	7	19
<b>Gross Operating Expenses</b>	<b>652</b>	<b>632</b>	<b>643</b>	<b>-</b>	<b>643</b>
<b>Tangible Capital Assets</b>					
Replacement	1	1	1	14	15
<b>Total Tangible Capital Assets</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>14</b>	<b>15</b>
<b>Net Program Expenses</b>	<b>653</b>	<b>633</b>	<b>644</b>	<b>14</b>	<b>658</b>





## **2018 Program Detail**

**Social Services - Emergency  
Management and Program  
Support Services**

### **Purpose:**

- ◆ To provide a collaborative community framework to facilitate development and implementation of strategies for the needs of all populations incorporated into planning processes, with an emphasis on successful newcomer settlement.

### **Description of Program Activities:**

- ◆ To continue to support the Local Diversity and Immigration Partnership Council (LDIPC).
- ◆ To assist non-settlement service providers and the broader community in developing a greater understanding of the benefits of immigration.
- ◆ To oversee the Durham Community Immigration Internet Portal, a one-stop, community based immigration web portal, designed to welcome, support, attract and retain skilled newcomers, newcomer entrepreneurs, businesses and other new Canadians to the Region.
- ◆ To support LDIPC growth and development by:
  - ◆ Working with service providers and funders to broaden the understanding of objectives of the LDIPC and to broaden funding base.
  - ◆ Enhancing capacity of service providers and non-traditional service providers to deliver services to newcomers and other populations by facilitating partnerships and identifying future ways that LDIPC's can influence settlement service provision.
- ◆ The LDIPC has four main objectives:
  - 1) to continue to create a culture of inclusion
  - 2) to improve labour market outcomes for newcomers
  - 3) to attract and retain newcomers
  - 4) to grow Durham's settlement capacity

### **Description of Program Resources:**

- ◆ 2018 Full Time Staff = 2.45      New Position: 1.0 Program Assistant  
Position Transfer: 0.35 Policy Advisor to Family Services
- ◆ 2017 Full Time Staff = 1.80

**PROGRAM 3  
LOCAL DIVERSITY AND IMMIGRATION**



**2018 Program Detail**

**Social Services - Emergency  
Management and Program  
Support Services**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	267	253	260	(6)	254
Personnel Related	5	6	6	-	6
Communications	5	6	6	-	6
Supplies	1	1	1	-	1
Materials & Services	2	5	5	-	5
<b>Total Expenses</b>	<b>280</b>	<b>271</b>	<b>278</b>	<b>(6)</b>	<b>272</b>
<b>Revenues</b>					
Federal Subsidy	(280)	(271)	(272)	-	(272)
<b>Total Revenues</b>	<b>(280)</b>	<b>(271)</b>	<b>(272)</b>	<b>-</b>	<b>(272)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>(6)</b>	<b>-</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2018 Program Detail

### Social Services - Emergency Management and Program Support Services

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b><u>Program Support Services - Program 2</u></b>			
1 Desktop Computer	1	700	700
2 Laptop Computers	5	1,500	7,500
3 Tablet	1	1,400	1,400
4 Power Laptop	2	2,500	5,000
			<b>14,600</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**SOCIAL ASSISTANCE**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>365</b>
<b>PROGRAM SUMMARY .....</b>	<b>368</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>370</b>
 <b>PROGRAM DETAILS</b>	
1. Ontario Works Program Delivery .....	372
2. Ontario Works Client Benefits .....	380
3. Transition Child Benefits .....	382
4. Family Counselling Services .....	384
5. Pediculosis Treatment and Education .....	387
6. Funerals and Burials (100% Regional) .....	389
7. Social Investment Fund .....	392
8. Headquarters Shared Cost .....	395
Tangible Capital Assets - Replacement .....	397



2018 Business Plan

Social Services - Social Assistance

Major Services & Activities

Ontario Works Program Delivery

- ◆ Provide initial screening for Ontario Works Assistance eligibility and to respond to general enquiries from the community.
- ◆ Deliver Ontario Works Assistance and related programs, in a fiscally efficient, effective and ethically responsible fashion, in accordance with the Ontario Works Act.
- ◆ Provide comprehensive case management to Ontario Works participants through assessment and collaborative goal setting, while meeting Ministry of Community and Social Services (MCSS) delivery requirements.

Ontario Works Client Benefits

- ◆ Provide assistance with basic needs such as food, shelter and clothing to eligible persons in Durham Region who meet the requirements of the Ontario Works Act.
- ◆ Assist in meeting extraordinary needs of persons in receipt of Ontario Works or Ontario Disability Support Assistance.
- ◆ Provide financial assistance for Ontario Works recipients with special medical needs.

Family Counselling Services

- ◆ To provide individual family counselling to Ontario Works participants.

Funerals and Burials

- ◆ To assist with the cost of funerals and burials for low income residents of Durham Region who were not in receipt of Ontario Works or Ontario Disability Support Assistance.

Employment Programs

- ◆ To provide Ontario Works participants with value-added work experience; to locate full-time paid employment for job ready participants; and to provide case planning, job search workshops, self-employment training, and other innovative and relevant employment supports.
- ◆ To foster long-term sustainable paid employment for Ontario Works participants.



**2018 Business Plan**

**Social Services - Social Assistance**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal A.2 - Diligently attract, retain and mentor the next generation of employees to build a skilled, engaged and diverse workforce.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ OW clients receive training which aligns with employer needs.</li> <li>◆ Continue to promote and support youth employment programs offered through province and federal governments, post-secondary institutions and local school boards, business and other stakeholders.</li> </ul>	

**Strategic Goal B.4 - Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement a Youth Engagement Strategy. Social Service directors to become members of Durham's Children and Youth Planning Network (DCYPN).</li> <li>◆ Implement a Youth Employment Strategy in partnership with stakeholders and other levels of government.</li> </ul>	

**Strategic Goal B.6 - Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement a Financial Empowerment Framework that engages marginalized low income populations to identify needs and ongoing engagement.</li> <li>◆ Implement an Ontario Works Enhancement Strategy to promote a comprehensive and systemic approach to unique health and social service issues.</li> <li>◆ Use Health Neighbourhood data to inform planning for all departments.</li> </ul>	

# STRATEGIC PLANNING



## 2018 Business Plan

## Social Services - Social Assistance

Strategic Goals		
Goal	Description	Responsibility - Support
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - Social Assistance

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 ONTARIO WORKS PROGRAM DELIVERY</b>					
Net Expenses	32,860	33,226	34,007	201	34,208
Tangible Capital Assets	431	431	55	34	89
Provincial Subsidy	(18,736)	(18,196)	(18,763)	(188)	(18,951)
Subtotal	14,555	15,461	15,299	47	15,346
<b>2 ONTARIO WORKS CLIENT BENEFITS</b>					
Net Expenses	81,344	78,048	79,753	(126)	79,627
Provincial Subsidy	(78,604)	(75,938)	(77,360)	(2,267)	(79,627)
Subtotal	2,740	2,110	2,393	(2,393)	-
<b>3 TRANSITION CHILD BENEFITS</b>					
Net Expenses	720	866	866	-	866
Provincial Subsidy	(720)	(866)	(866)	-	(866)
Subtotal	-	-	-	-	-
<b>4 FAMILY COUNSELLING SERVICES</b>	192	192	192	-	192
<b>5 PEDICULOSIS TREATMENT AND EDUCATION</b>	12	21	21	-	21
<b>6 FUNERALS &amp; BURIALS (100% REGIONAL)</b>	211	225	225	-	225
<b>7 SOCIAL INVESTMENT FUND</b>	1,355	1,124	1,123	(100)	1,023



## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - Social Assistance

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>8 HEADQUARTERS SHARED COST</b>					
Net Expenses	1,219	1,219	1,120	124	1,244
Provincial Subsidy	(610)	(610)	(560)	(62)	(622)
Subtotal	609	609	560	62	622
<b>Net Program Expenses</b>	<b>19,674</b>	<b>19,742</b>	<b>19,813</b>	<b>(2,384)</b>	<b>17,429</b>

#### Summary of Increase (Decrease)

	<b>\$71</b>	
→	<b>0.36%</b>	→
→	<b>(\$2,313)</b>	→
→	<b>-11.72%</b>	→

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	809	Economic increases
Salaries & Benefits	45	Annualization - 1 position
OW Client Benefits	283	Benefit increases, Net
Operating Expenses	(9)	Utility savings
Operating Expenses	(2)	Inflationary adjustments
Operating Expenses	(4)	Inter-departmental recoveries
Other Expenses	(49)	Headquarters shared cost
Minor Assets & Equipment	(5)	Remove one-time items
Major Repairs & Renovations	(54)	Remove one-time items
Tangible Capital Assets - New	(63)	Remove one-time items
Tangible Capital Assets - Replacement	(313)	Remove one-time items
Subsidy - OW Program Delivery	(567)	Increased Provincial funding
	<b>71</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Ontario Works Program Delivery

**Financial Assistance Delivery**

- ◆ Position Transfer: 1.0 Family Support Worker to Children's Services to be funded EarlyON subsidy, to achieve the intended outcomes related to: engaging parents and caregivers, supporting early learning and development, and making connections for families. (113)

**Facilities Management**

- ◆ Adjustments to leased facilities costs as a result of move from 505 Wentworth to 200 John (Midtown Mall in Oshawa), including: Supplies (-\$1k), Utilities (\$7k), Materials & Services (-\$1k), Building & Ground Operations (-\$12k), Contracted Services (\$75k), Leased Facilities Expenses (\$246k). 314

**Tangible Capital Assets - Replacement**

- ◆ Computer replacements. 34

**Provincial Subsidy**

- ◆ Program Delivery Upload - 97.2 per cent to 100 per cent. (188)

47

#### Ontario Works Client Benefits

**Client Benefits**

- ◆ Reduction in Discretionary Client Benefit Expenses to align 100 per cent Provincial funding of Discretionary Client Benefit Expenses. (126)

Subtotal (126)

**Provincial Subsidy**

- ◆ Increase in Discretionary Benefits Subsidy based on continued upload of benefits costs. (115)

- ◆ Increase in Mandatory Benefits Subsidy based on continued upload of benefit costs - 97.2 per cent to 100 per cent. (2,151)

Subtotal (2,267)

(2,393)

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Social Investment Fund

- |   |       |
|---|-------|
| <ul style="list-style-type: none"> <li>◆ Recovery from Children's Services - Ontario Works Child Care to fund camps and recreational programs for children experiencing poverty that fall under Child Care Early Years Act guidelines.</li> </ul> | (200) |
| <ul style="list-style-type: none"> <li>◆ Increase to Basic Needs, to support financial empowerment initiatives and provide direct support to the health and well-being of children experiencing poverty in Durham.</li> </ul>                     | 100   |
|   | (100) |

#### Headquarters Shared Cost

- |   |      |
|---|------|
| <ul style="list-style-type: none"> <li>◆ Social Assistance share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul> | 124  |
| <ul style="list-style-type: none"> <li>◆ Allocate Provincial subsidy related to Regional Headquarters operating and maintenance costs.</li> </ul>       | (62) |
|   | 62   |

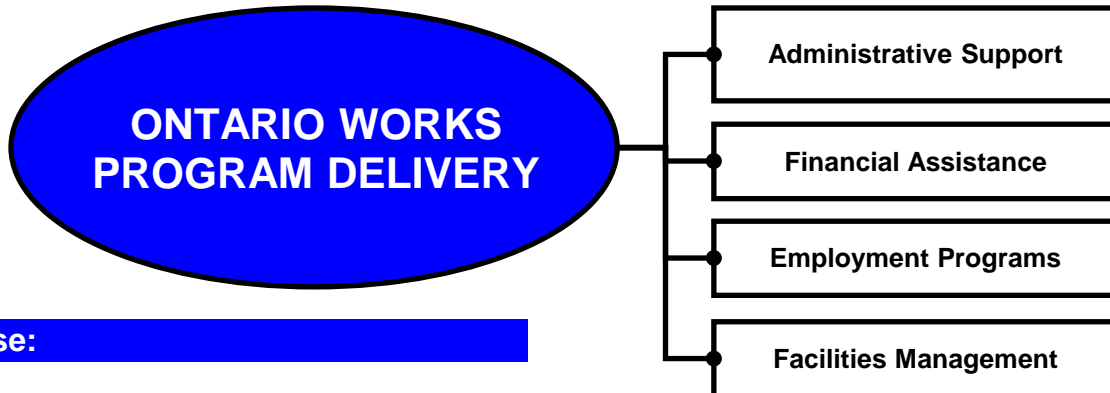
**Total Program Changes** **(2,384)**

# PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



## 2018 Program Detail

## Social Services - Social Assistance



### Purpose:

- ◆ To provide initial screening for Ontario Works (OW) Assistance eligibility and to respond to general enquiries from the community.
- ◆ To deliver OW Assistance and related programs, in a fiscally efficient, effective and ethically responsible fashion, in accordance with the OW Act.
- ◆ To provide OW participants with value-added work experience; to locate full-time paid employment for job ready participants; and to provide case planning, job search workshops, self-employment training, family counseling services and other innovative and relevant employment supports.
- ◆ To foster long-term sustainable paid employment for OW participants.
- ◆ To provide a safe, comfortable work environment for the Social Services Department and its' clientele.
- ◆ To provide support services to the OW Program.

### Description of Program Activities:

- ◆ This is a mandatory program under Provincial legislation.
- ◆ In 2011, the Province implemented a revised OW funding approach where all OW Program Delivery funding is now within a single Provincial allocation. The following programs have been consolidated into the OW Program Delivery: Financial Assistance Delivery, Employment Programs, Facilities Management and Administrative Support. These programs are eligible for Provincial-Regional cost-sharing on a 50-50 basis as well as "uploaded" funding (100 percent Provincially funded) pertaining to Employment Programming. Provincial funding is based part on caseload levels, and Regional demographics.

#### Financial Assistance Delivery

- ◆ Central Intake is the first point of contact for applying for OW in Durham Region. Applicants call Central Intake to have an appointment scheduled in the Income and Employment Support office which services the municipality in which they reside. Central Intake also responds to general inquiries from the public and refers callers to appropriate community services.
- ◆ Caseworkers administer and provide support services for the delivery of the OW Programs. Key activities are to provide benefit payments to eligible clients and provide employment counselling.
- ◆ Family Support Workers represent clients in support hearing of the Superior Court of Justice and monitor support payments made through the Family Responsibility Office.



## 2018 Program Detail

## Social Services - Social Assistance

### Description of Program Activities (continued):

- ◆ Eligibility review officers review client files to verify client eligibility and where necessary refer the file to the overpayment recovery Computer Assisted Payment Recovery System (CAPRS).

#### **Administrative Support**

- ◆ This includes clerical, budgeting and financial reviews, records and information management, Freedom of Information requests, collections and accounting of repayments and reimbursements, social assistance cheque production, purchase requisitions, payments to third party suppliers of social assistance benefits, liaison with Corporate Services, telephone and front-counter reception. Support is also provided to other Social Assistance programs such as Funerals and Burials, and the Social Investment Fund.
- ◆ Staff assigned to this program also coordinate Departmental budget planning, policy review, service contract review, and financial reports to the Ministry.

#### **Employment Programs**

- ◆ Identify and match appropriate participants with non-profit agencies or public sector volunteer work experience placements and monitor participants who find their own placements.
- ◆ Refer OW participants for placement in full-time employment. Participants skills will be assessed and participants will be marketed to appropriate employers.
- ◆ Provide employment counseling and related services to participants to facilitate their entry into the workplace and increase their independence, thereby reducing the cost of social assistance. This includes the operation of the Resource Centre, individual employment counseling and group sessions from 1/2 day to 3 weeks in length depending on client needs.
- ◆ Job placement will provide an employer with assistance in hiring, screening and matching of potential candidates and funds, where appropriate, to offset informal/formal training costs and WSIB coverage for a period of six months.
- ◆ Job Placement will also support OW participants in their efforts to become employed and, once employed, support to ensure ongoing employment.
- ◆ Incentive payments, if applicable, will be targeted to meet the training requirements of individual participants.
- ◆ Human Resource support will be made available to both OW participants and employers for a period of six months.

#### **Facilities Management**

- ◆ Building and grounds maintenance staff continually inspect the perimeter and interior for deterioration in the structure and make all the necessary repairs.
- ◆ HVAC equipment is being updated on an ongoing basis as outdated components are continually repaired or replaced.
- ◆ Janitorial and custodial staff create a clean and tidy environment for staff to work. Efficiency of service is assessed frequently.
- ◆ Major repairs and renovations are overseen by the Works Department Facilities Management staff.
- ◆ Refer to Performance Data for listing of locations.
- ◆ Works Department performs service on a charge back basis.

# PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



## 2018 Program Detail

## Social Services - Social Assistance

### Description of Program Resources:

- ◆ 2018 Full time staff = 292.69      Position Transfer: 1.0 Family Support Worker to Children's Services - EarlyON
- ◆ 2017 Full time staff = 293.69

### Performance Measurements:

- ◆ Number of calls to Central Intake for OW applications and general enquiries answered
- ◆ Actual expenditures compared to subsidy
- ◆ Cost per case
- ◆ OW Caseload Growth
- ◆ Office footage utilized
- ◆ Cost per square foot

### Performance Data:

#### Number of Calls to Central Intake

Number of calls to Central Intake for OW applications and general enquiries answered.

2017 Target	2017 Estimated Actual	2018 Target
30,000	26,000	30,000

#### Actual Expenditures Compared to Subsidy

	2017 Target (,000's)	2017 Estimated Actual (,000's)	2018 Target (,000's)
Gross Cost of OW Program Delivery	\$33,669	\$33,311	\$34,309
Headquarters Shared Cost	\$1,219	\$1,219	\$1,244
	\$34,888	\$34,530	\$35,553
Provincial Subsidy	(\$18,806)	(\$19,346)	(\$19,573)
<b>Net Cost of OW Program Delivery</b>	<b>\$16,082</b>	<b>\$15,184</b>	<b>\$15,980</b>

\$900,000 of additional Provincial Subsidy dollars are dedicated to Centralized Corporate Services.

# PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



## 2018 Program Detail

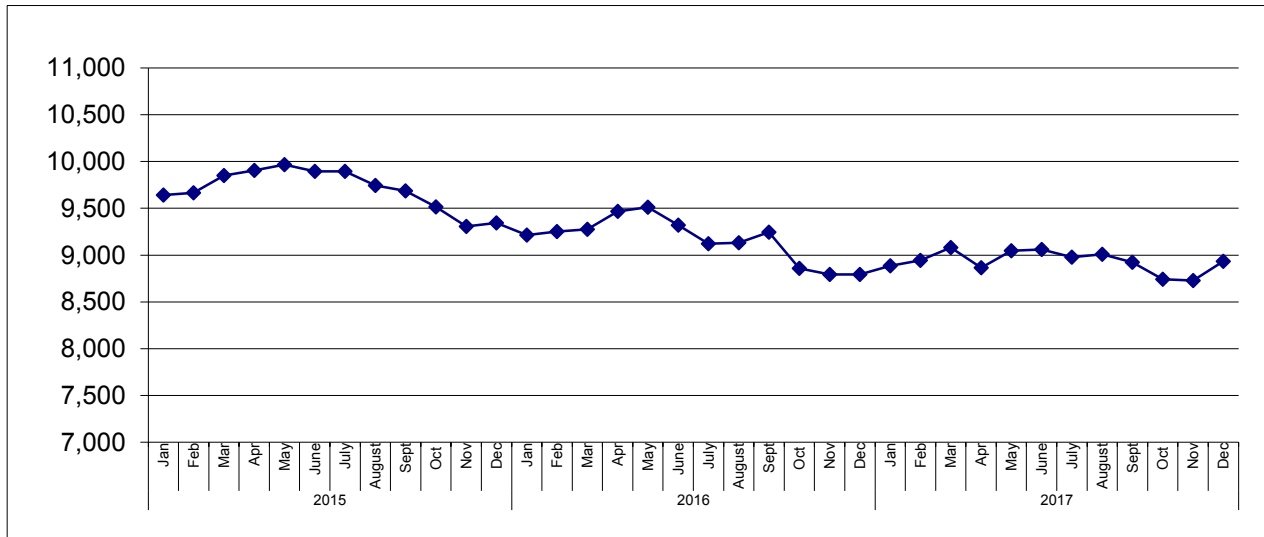
## Social Services - Social Assistance

### Performance Data (continued):

#### OW Program Delivery: Cost per Case

	2017 Target	2017 Estimated Actual	2018 Target
Average Monthly Caseload	9,650	8,933	9,000
Gross Cost per average monthly case	\$3,615	\$3,866	\$3,950
Net Cost per average monthly case	\$1,667	\$1,700	\$1,776

#### OW Caseload Change



**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2018 Program Detail**

**Social Services - Social Assistance**

**Performance Data (continued):**

**Office Footage Utilized**

	2016	2017	2018
Total office footage utilized:			
200 John St. (New Location), Oshawa	-	21,893	21,893
505 Wentworth St., Oshawa	12,037	12,037	-
138 - 140 Commercial Ave., Ajax	17,875	17,875	17,875
2 Campbell Dr., Uxbridge	3,640	3,640	3,640
200 John St. (Lower Level), Oshawa	4,279	4,279	4,279
200 John St. (Upper Level), Oshawa	15,776	15,776	15,776

**Cost Per Square Foot**

	2016 Actuals	2017 Estimated Actuals	2018 Target
Cost per square foot:			
200 John St (OW New Location), Oshawa		\$ 10	\$ 32
505 Wentworth St., Oshawa	\$ 31	\$ 18	\$ -
138 - 140 Commercial Ave., Ajax	\$ 21	\$ 23	\$ 22
2 Campbell Dr., Uxbridge	\$ 29	\$ 30	\$ 33
200 John St. (Lower Level), Oshawa	\$ 34	\$ 30	\$ 29
200 John St. (Upper Level), Oshawa	\$ 34	\$ 31	\$ 30

**Note:** The above costs exclude capital and Headquarters shared costs.  
505 Wentworth St. was relocated to 200 John St (New Location), Oshawa in August 2017.



**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2018 Program Detail**

**Social Services - Social Assistance**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	27,876	29,131	29,985	(113)	29,872
Personnel Related	240	239	239	-	239
Communications	363	465	465	-	465
Supplies	216	186	186	(1)	185
Food	-	1	1	-	1
Utilities	91	99	90	7	97
Computer Maintenance & Operations	5	7	7	-	7
Materials & Services	257	208	208	(1)	207
Buildings & Grounds Operations	25	47	46	(12)	34
Equipment Maintenance & Repairs	32	51	51	-	51
Client Benefit Expenses	2,367	1,453	1,453	-	1,453
Professional Services	17	49	49	-	49
Contracted Services	112	114	114	75	189
Leased Facilities Expenses	1,246	1,136	1,136	246	1,382
Financial Expenses	59	69	69	-	69
Minor Assets & Equipment	5	5	-	-	-
Major Repairs & Renovations	54	54	-	-	-
<b>Operating Expenses Subtotal</b>	<b>32,965</b>	<b>33,314</b>	<b>34,099</b>	<b>201</b>	<b>34,300</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge	84	82	84	-	84
Works - Facilities Management Charge	54	66	66	-	66
Recovery - LTC Administration	(214)	(214)	(220)	-	(220)
Recovery - Adult Day Program	(9)	(10)	(10)	-	(10)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(85)</b>	<b>(76)</b>	<b>(80)</b>	<b>-</b>	<b>(80)</b>
<b>Gross Operating Expenses</b>	<b>32,880</b>	<b>33,238</b>	<b>34,019</b>	<b>201</b>	<b>34,220</b>

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2018 Program Detail**

**Social Services - Social Assistance**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Tangible Capital Assets</b>					
New	63	63	-	-	-
Replacement	368	368	55	34	89
<b>Total Tangible Capital Assets</b>	<b>431</b>	<b>431</b>	<b>55</b>	<b>34</b>	<b>89</b>
<b>Total Expenses</b>	<b>33,311</b>	<b>33,669</b>	<b>34,074</b>	<b>235</b>	<b>34,309</b>
<b>Revenues</b>					
Provincial Subsidy	(18,736)	(18,196)	(18,763)	(188)	(18,951)
Sundry Revenue	(20)	(12)	(12)	-	(12)
<b>Total Revenues</b>	<b>(18,756)</b>	<b>(18,208)</b>	<b>(18,775)</b>	<b>(188)</b>	<b>(18,963)</b>
<b>Net Program Expenses</b>	<b>14,555</b>	<b>15,461</b>	<b>15,299</b>	<b>47</b>	<b>15,346</b>

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2018 Program Detail**

**Social Services - Social Assistance**

**Summary by Program Type**

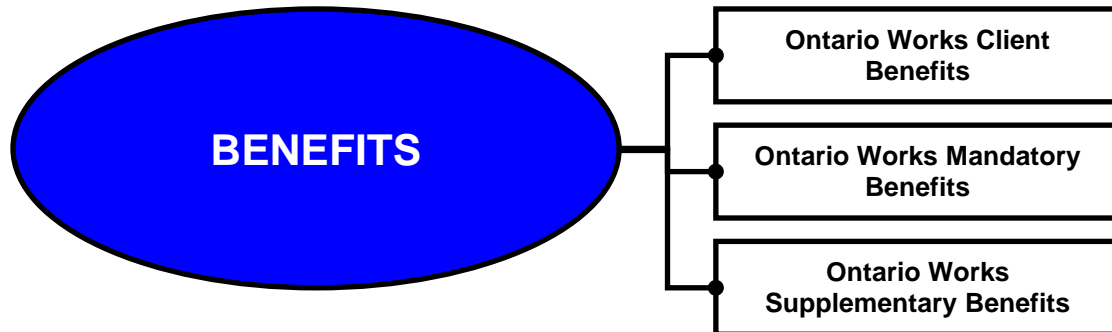
**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Gross Operating Expenses</b>					
General	23,590	25,102	25,826	(112)	25,714
OW Employment Supports	5,235	5,093	5,213	-	5,213
OW Employment Programs SAMS	2,436	1,488	1,488	-	1,488
FM at Place	1,125	1,077	1,023	313	1,336
FM-Ontario Works-Employment Programs	494	478	469	-	469
<b>Gross Operating Expenses</b>	<b>32,880</b>	<b>33,238</b>	<b>34,019</b>	<b>201</b>	<b>34,220</b>
<b>Revenues</b>					
General	(18,735)	(18,187)	(18,754)	(187)	(18,941)
OW Employment Programs SAMS	(21)	(21)	(21)	(1)	(22)
<b>Total Revenues</b>	<b>(18,756)</b>	<b>(18,208)</b>	<b>(18,775)</b>	<b>(188)</b>	<b>(18,963)</b>
<b>Tangible Capital Assets</b>					
General	380	380	55	34	89
OW Employment Supports	51	51	-	-	-
<b>Total Tangible Capital Assets</b>	<b>431</b>	<b>431</b>	<b>55</b>	<b>34</b>	<b>89</b>
<b>Net Program Expenses</b>	<b>14,555</b>	<b>15,461</b>	<b>15,299</b>	<b>47</b>	<b>15,346</b>



2018 Program Detail

Social Services - Social Assistance



**Purpose:**

- ◆ To provide assistance with basic needs such as food, shelter and clothing to eligible persons in Durham Region who meet the requirements of the Ontario Works (OW) Act.
- ◆ Provide financial assistance for OW recipients with special medical needs.
- ◆ Assist in meeting extraordinary needs of persons in receipt of OW or Ontario Disability Support Assistance.

**Description of Program Activities:**

- ◆ These are mandatory programs under Provincial legislation, with the exception of OW Supplementary Benefits which is a discretionary program.
- ◆ In 2018, this program is 100% funded by the Province.
- ◆ Provide financial assistance to eligible persons in Durham Region in accordance with the OW Act and Regional policies.
- ◆ Ensure that special medical needs of eligible OW clients are met on both a one-time and ongoing basis.
- ◆ To provide assistance for diabetic supplies, surgical supplies and transportation to medical treatment.
- ◆ Basic vision care is provided to dependent children of OW participants.
- ◆ Provide required items, such as eyeglasses, wheelchairs, artificial limbs, orthotic devices, emergency dental care and other needs, to meet extraordinary needs of persons in receipt of OW.
- ◆ Programs administered in accordance with Provincial regulations.

**Description of Program Resources:**

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).

**PROGRAM 2  
ONTARIO WORKS CLIENT BENEFITS**



**2018 Program Detail**

**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Client Benefit Expenses	81,586	78,290	79,753	(126)	79,627
<b>Operating Expenses Subtotal</b>	<b>81,586</b>	<b>78,290</b>	<b>79,753</b>	<b>(126)</b>	<b>79,627</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Housing Services	(242)	(242)	-	-	-
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(242)</b>	<b>(242)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>81,344</b>	<b>78,048</b>	<b>79,753</b>	<b>(126)</b>	<b>79,627</b>
<b>Revenues</b>					
Provincial Subsidy	(78,604)	(75,938)	(77,360)	(2,267)	(79,627)
<b>Total Revenues</b>	<b>(78,604)</b>	<b>(75,938)</b>	<b>(77,360)</b>	<b>(2,267)</b>	<b>(79,627)</b>
<b>Net Program Expenses</b>	<b>2,740</b>	<b>2,110</b>	<b>2,393</b>	<b>(2,393)</b>	<b>-</b>

## PROGRAM 3 TRANSITION CHILD BENEFITS



### 2018 Program Detail

### Social Services - Social Assistance

#### Purpose:

- ◆ The Transition Child Benefits (TCB) are issued to recipients who have dependent children under the age of 18 or trustees who care for a child receiving Temporary Care Assistance (TCA) under Ontario Works.
- ◆ The TCB is issued in cases where the parent/recipient/trustee is not receiving the Ontario Child Benefit (OCB) or the National Child Benefit Supplement (NCBS) based upon annual reporting of income tax through Canada Revenue Agency (CRA). This Benefit is also issued in cases where the parent/recipient/trustee may only be receiving a portion of the OCB or NCBS and not the maximum amount.
- ◆ The maximum amount of this benefit is \$230 per dependent child in a given month.

#### Description of Program Activities:

- ◆ The parent/recipient/trustee must apply for the OCB/NCBS or complete an income tax return to be assessed.
- ◆ Generally the TCB is issued for a period of 4 months and will need to be repaid when the parent/recipient/trustee receives a retroactive OCB/NCBS payment from the Government of Canada.

#### Description of Program Resources:

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).
- ◆ This program is fully funded by the Province.

**PROGRAM 3  
TRANSITION CHILD BENEFITS**



**2018 Program Detail**

**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Client Benefit Expenses	720	866	866	-	866
<b>Total Expenses</b>	<b>720</b>	<b>866</b>	<b>866</b>	<b>-</b>	<b>866</b>
<b>Revenues</b>					
Provincial Subsidy	(720)	(866)	(866)	-	(866)
<b>Total Revenues</b>	<b>(720)</b>	<b>(866)</b>	<b>(866)</b>	<b>-</b>	<b>(866)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## PROGRAM 4 FAMILY COUNSELLING SERVICES



### 2018 Program Detail

### Social Services - Social Assistance

#### Purpose:

- ◆ To provide individual and family counselling to Ontario Works (OW) participants.

#### Description of Program Activities:

- ◆ This is a 100 per cent Regionally funded program.
- ◆ OW participants may require the intervention of a counsellor to assist with areas such as stress and marital difficulties, that may constitute barriers to employment. Family Services Durham staff counsel these clients at no cost to the client as the clients are not in a position to pay for these services.
- ◆ The cost of this program represents the time spent by Family Services Durham staff working with the OW participants.
- ◆ Family Services Durham is accredited through Canadian Family Services Accreditation Program (CFSAP), the Council on Accreditation and is ISO 9001:2008 certified.

#### Description of Program Resources:

- ◆ Staff involved in this program are currently charged to Family Services Durham core program. The OW program is purchasing approximately 30 per cent of these counselling hours from Family Services Durham.

#### Performance Measurements:

- ◆ Number of counselling sessions
- ◆ Average weekly direct counselling service hours per counsellor
- ◆ Number of clients served



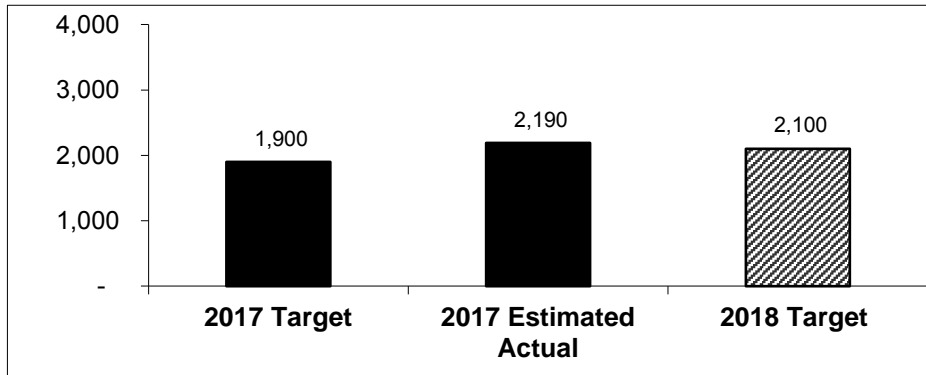


**2018 Program Detail**

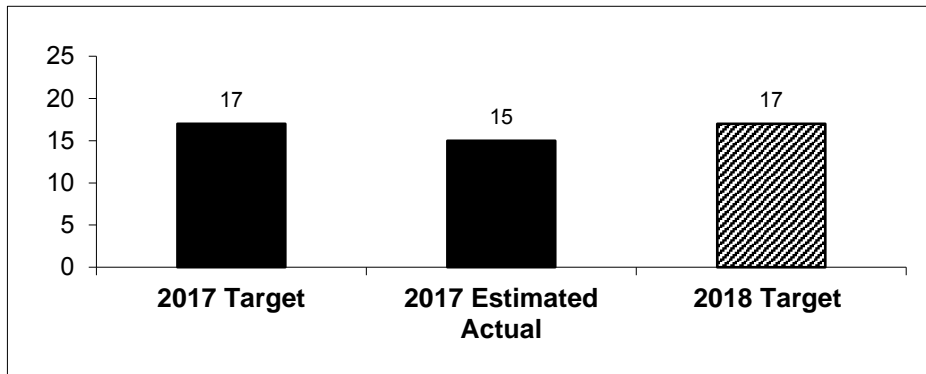
**Social Services - Social Assistance**

**Performance Data:**

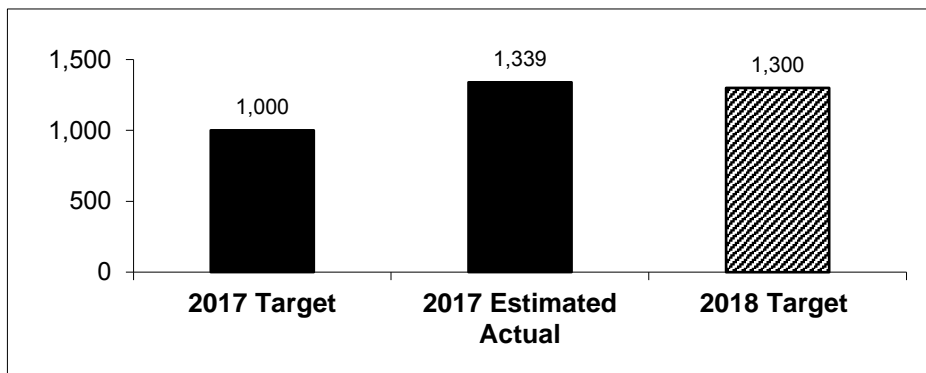
**Number of Counselling Sessions**



**Average Weekly Direct Counselling Service Hours per Counsellor**



**Number of Clients Served**



**PROGRAM 4  
FAMILY COUNSELLING SERVICES**



**2018 Program Detail**

**Social Services - Social Assistance**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Family Services Charge	192	192	192	-	192
<b>Net Program Expenses</b>	<b>192</b>	<b>192</b>	<b>192</b>	<b>-</b>	<b>192</b>

# PROGRAM 5 PEDICULOSIS TREATMENT AND EDUCATION



## 2018 Program Detail

## Social Services - Social Assistance

### Purpose:

- ◆ To provide treatment, education, and counseling services for Ontario Works and Ontario Disability Support recipients dealing with a pediculosis outbreak.

### Description of Program Activities:

- ◆ This program is funded 100 per cent by the Region up to a contracted amount.
- ◆ Provide treatment, education, and counselling to those dealing with a pediculosis outbreak to obtain proper treatment and to learn how to prevent and, if needed, deal with subsequent outbreaks.

### Description of Program Resources:

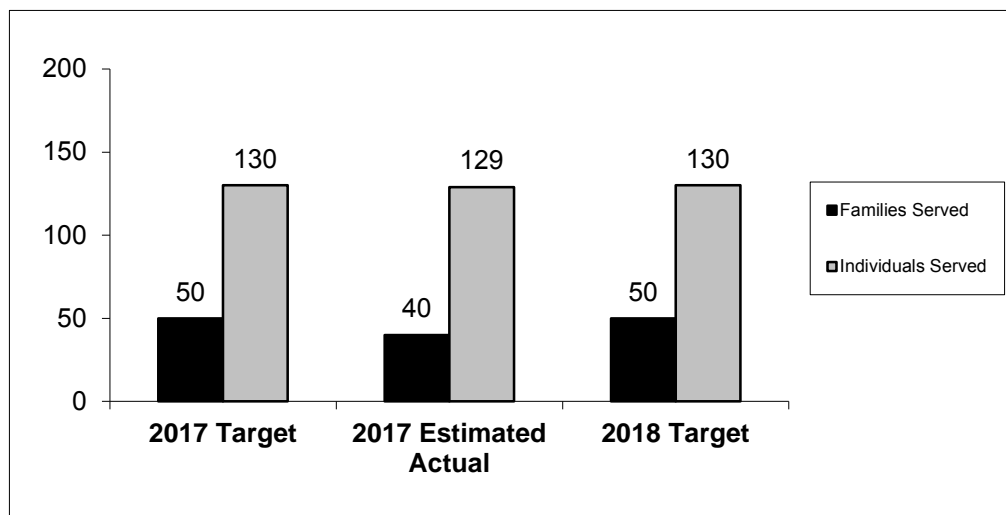
- ◆ Services provided via a contract with a community agency.

### Performance Measurements:

- ◆ Number of families and individuals served.

### Performance Data:

#### Number of Families and Individuals Served



**PROGRAM 5  
PEDICULOSIS TREATMENT AND EDUCATION**



**2018 Program Detail**

**Social Services - Social Assistance**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Materials & Services	12	21	21	-	21
<b>Net Program Expenses</b>	<b>12</b>	<b>21</b>	<b>21</b>	<b>-</b>	<b>21</b>



**2018 Program Detail**

**Social Services - Social Assistance**

**Purpose:**

- ◆ To assist with the cost of funerals and burials for low income residents of Durham Region who were not in receipt of Ontario Works or Ontario Disability Support Assistance.
- ◆ Under the Anatomy Act and the Public Hospitals Act, the Region has a mandatory obligation to bury unclaimed bodies.

**Description of Program Activities:**

- ◆ This program is funded 100 per cent by the Region.
- ◆ Staff administer a "needs test" to determine financial eligibility.
- ◆ Staff apply for and process recovery of costs from the federal government through the Canada Pension Plan and deceased estates where available.

**Description of Program Resources:**

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).

**Performance Measurements:**

- ◆ Average annual burial cost
- ◆ Number of burials

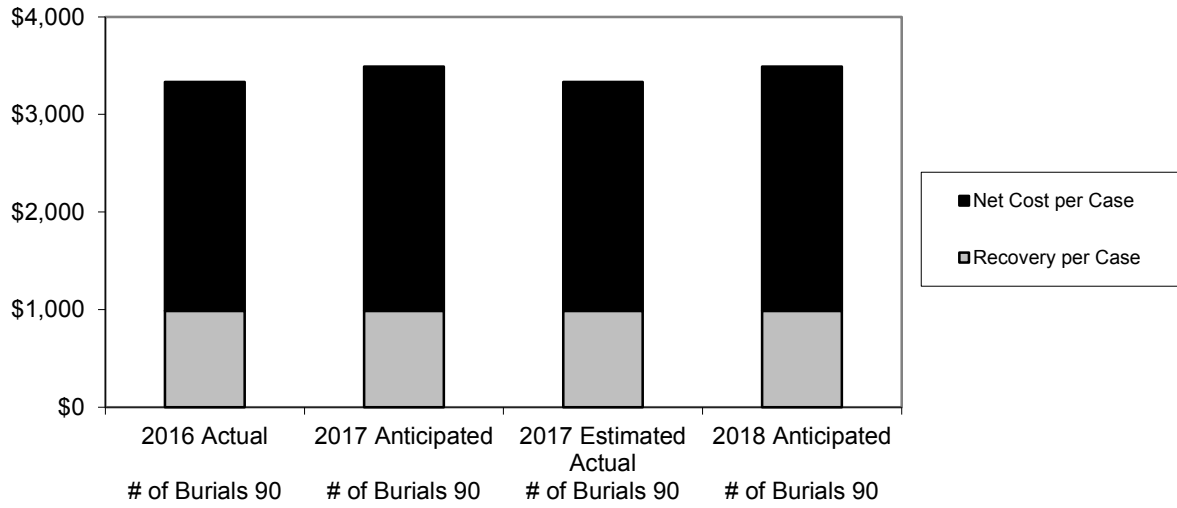


**2018 Program Detail**

**Social Services - Social Assistance**

**Performance Data:**

**Average Annual Burial Cost**



**PROGRAM 6  
FUNERALS AND BURIALS**



**2018 Program Detail**

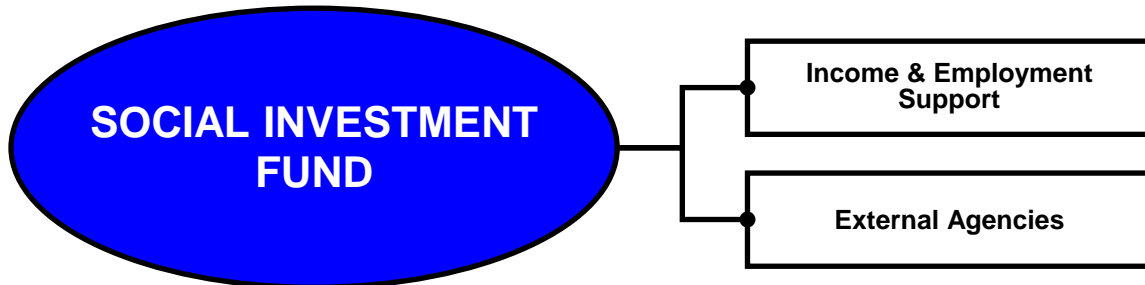
**Social Services - Social Assistance**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Client Benefit Expenses	300	314	314	-	314
<b>Total Expenses</b>	<b>300</b>	<b>314</b>	<b>314</b>	<b>-</b>	<b>314</b>
<b>Revenues</b>					
Sundry Revenue	(89)	(89)	(89)	-	(89)
<b>Total Revenues</b>	<b>(89)</b>	<b>(89)</b>	<b>(89)</b>	<b>-</b>	<b>(89)</b>
<b>Net Program Expenses</b>	<b>211</b>	<b>225</b>	<b>225</b>	<b>-</b>	<b>225</b>



2018 Program Detail

Social Services - Social Assistance



Purpose:

- ◆ To help prevent and reduce the depth of child poverty.
- ◆ To support attachment to the work force.
- ◆ To invest in the social infrastructure of the communities of Durham Region.

Description of Program Activities:

- ◆ This program is funded from "estimated savings" from Ontario Works program rate restructuring as a result of the Ontario Child Benefit.
- ◆ The Province expects the municipality's portion of these savings to be reinvested in programs and activities which benefit children and low income families.
- ◆ **Income and Employment Support** - to fund health related items including dental care, work related transportation costs, access to municipal recreation programs, and other services to meet community development needs around poverty reduction and Healthy Neighbourhood initiatives.
- ◆ **External Agencies** - Durham Child Nutrition Program, Rose of Durham, Feed the Need in Durham, Brain Injury Association of Durham, Girls Inc., Distress Centre Durham, YWCA - TEAM Clarington Project and Archbishop Anthony Meagher have received funds in prior years.

Description of Program Resources:

- ◆ Allocation of funding is subject to an annual report to Regional Council.





**2018 Program Detail**

**Social Services - Social Assistance**

**Performance Measurements:**

- ◆ The number of persons assisted.

**Performance Data:**

**Number of Persons Assisted**

<b>Agency/Department</b>	<b>2016 Actual</b>	<b>2017 Target</b>	<b>2017 Estimated Actual</b>	<b>2018 Target</b>
Income & Employment Support	18,300	19,900	23,455	24,000
Durham Child Nutrition Program	70,585	60,000	74,242	75,000
Girls Inc.	3,504	3,500	3,586	3,600
Rose of Durham	4,800	4,800	4,284	4,800
Feed the Need in Durham	66,851	69,800	70,000	70,000
Brain Injury Association of Durham	71	60	84	85
Distress Centre Durham	4,280	5,800	12,915	13,000
YWCA - TEAM Clarington Project	-	-	-	-
Archbishop Anthony Meagher	-	-	-	-
<b>Total:</b>	<b>168,391</b>	<b>163,860</b>	<b>188,566</b>	<b>190,485</b>

- ◆ Programs which receive funding can change from year to year depending on priorities identified in Reports to Council. Performance data related to YMCA - TEAM Clarington and Archbishop Anthony Meagher to be provided at a later date within the annual report to Regional Council.

<b><u>External Agencies</u></b>	<b>2017 Agency Allocations</b>	<b>2018 Agency Allocations</b>
	<b>\$</b>	<b>\$</b>
<b>Rose of Durham - Durham Child Nutrition Program</b>	<b>110,000</b>	<b>110,000</b>
<b>Girls Inc.</b>	<b>40,000</b>	<b>40,000</b>
<b>Distress Centre Durham</b>	<b>50,000</b>	<b>50,000</b>
<b>Rose of Durham</b>	<b>35,000</b>	<b>35,000</b>
<b>Brain Injury Association of Durham</b>	<b>50,750</b>	<b>50,750</b>
<b>Feed the Need in Durham</b>	<b>45,000</b>	<b>45,000</b>
<b>YWCA - TEAM Clarington Project</b>	<b>12,000</b>	<b>12,000</b>
<b>Archbishop Anthony Meagher</b>	<b>6,930</b>	<b>6,930</b>
	<b>349,680</b>	<b>349,680</b>

\* Subject to an annual report to Regional Council.

**PROGRAM 7  
SOCIAL INVESTMENT FUND**



**2018 Program Detail**

**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Materials & Services	569	567	566	(53)	513
Client Benefit Expenses	436	260	260	100	360
Contracted Services	350	297	297	53	350
<b>Operating Expenses Subtotal</b>	<b>1,355</b>	<b>1,124</b>	<b>1,123</b>	<b>100</b>	<b>1,223</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children Services	-	-	-	(200)	(200)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(200)</b>	<b>(200)</b>
<b>Net Program Expenses</b>	<b>1,355</b>	<b>1,124</b>	<b>1,123</b>	<b>(100)</b>	<b>1,023</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated</b>	<b>Approved</b>	<b>Base</b>	<b>Program</b>	<b>Proposed</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>1,219</b>	<b>1,219</b>	<b>1,120</b>	<b>124</b>	<b>1,244</b>
<b>Less: Provincial Subsidy</b>	<b>(610)</b>	<b>(610)</b>	<b>(560)</b>	<b>(62)</b>	<b>(622)</b>
<b>Social Assistance's Share of Program Expenses Net of Provincial Subsidy</b>	<b>609</b>	<b>609</b>	<b>560</b>	<b>62</b>	<b>622</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2018 Program Detail

### Social Services - Social Assistance

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b>Ontario Works Program Delivery - Program 1</b>			
1 Desktop Computers (Includes Monitor)	94	950	89,300
			<b>89,300</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**CHILDREN’S SERVICES**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>399</b>
<b>PROGRAM SUMMARY .....</b>	<b>402</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>406</b>
 <b>PROGRAM DETAILS</b>	
1. Purchased Fee Subsidy Spaces .....	412
2. Directly Operated Spaces .....	417
3. Ontario Works Child Care .....	425
4. Social Investment Fund .....	428
5. Special Needs Resourcing.....	431
6. Behaviour Management Services .....	435
7. General Operating Program Subsidy .....	442
8. Core Administration .....	447
9. Special Purpose – Projects.....	451
10. Wage Enhancement .....	457
11. Child and Family Supports.....	462
12. Child Care Expansion Plan.....	466
13. Canada Ontario Early Learning and Child Care.....	470
14. Headquarters Shared Cost .....	474
Tangible Capital Assets - New .....	476
Tangible Capital Assets - Replacement.....	477



## 2018 Business Plan

## Social Services - Children's Services

### Major Services & Activities

#### Directly Operated

- ◆ Provide quality licensed child care programs which supports parents; including low-income earners and full fee parents who are working and/or upgrading their education.
- ◆ Provide Ontario Works recipients and eligible parents with child care subsidy to support employment, education or a recognized need for a child or parent.

#### Purchase of Services

- ◆ Purchase support including: child care spaces, funding for resource teachers assisting children with special needs in licensed child care settings and private-home day care programs.

#### Behaviour Management

- ◆ Provide consultation to the licensed child care sector, parents and care givers when they are experiencing difficulty managing child behaviour.

#### General Operating

- ◆ The purpose of the General Operating Program is to provide financial support to licensed child care operators for staff wages, benefits, lease costs, utilities, administration, nutrition, supplies and other operating costs.

#### Administration

- ◆ Reduce the financial impact on Income Support programs through effective financial management and encouraging employment and supporting educational upgrading.
- ◆ Provide support and quality assurance oversight to Durham's early years and child care sector.



## 2018 Business Plan

## Social Services - Children's Services

### Wage Enhancement

- ◆ Flow Provincial funds to close the wage gap between Registered Early Child Care Educators (RECE's) working in School Boards and those in licensed child care.
- ◆ **NEW for 2018** Wage Stabilization funding to support licensed child care providers to meet minimum wage requirements and comply with the Fair Workplaces, Better Jobs Act, 2017.

### Child and Family Supports

- ◆ **New for 2018** EarlyON; the province has rebranded the former Ontario Early Years Child and Family Centres. EarlyON sites will provide free programs for parents and children under 6 years of age.
- ◆ Data Analysis Coordinator conducts the Early Development Instrument process and kindergarten parent survey. Data is used to inform service planning.
- ◆ As the Consolidated Municipal Service Manager (CMSM), create and implement an annual service system plan for Durham and provide leadership for child care initiatives by: leading the Best Start Network, working in partnership with school boards, child care operators, support services and agencies to implement the Early Learning Framework and Provincial Modernization activities.

### Child Care Expansion

- ◆ This is a new funding program that began in 2017 as part of the Provincial initiative to create 100,000 child care spaces over the next five years. The funding is to support children 0 - 3.8 years of age, with additional fee subsidies; and/or increased access to licensed child care.

### Early Learning and Child Care

- ◆ This is a new funding program that also began in 2017 which supports a shared commitment by the Ontario and Federal governments to provide investments in early learning and child care (ELCC). The funding is intended to support access to non-profit licensed child care.





**2018 Business Plan**

**Social Services -  
Children's Services**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - Children's Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 PURCHASED FEE SUBSIDY SPACES</b>					
Operating Expenses	19,655	19,655	19,655	(600)	19,055
Provincial Subsidy	(17,604)	(17,604)	(17,604)	600	(17,004)
Subtotal	2,051	2,051	2,051	-	2,051
<b>2 DIRECTLY OPERATED SPACES</b>					
Operating Expenses	7,936	7,824	7,888	164	8,052
Tangible Capital Assets	31	31	31	476	507
Provincial Subsidy	(4,507)	(4,507)	(4,507)	-	(4,507)
Provincial Contribution-One-Time	-	-	-	(350)	(350)
Fees & Service Charges	(1,266)	(1,051)	(1,050)	(215)	(1,265)
Subtotal	2,194	2,297	2,362	75	2,437
<b>3 ONTARIO WORKS CHILD CARE</b>					
Operating Expenses	1,200	1,200	1,200	300	1,500
Provincial Subsidy	(927)	(927)	(927)	(300)	(1,227)
Subtotal	273	273	273	-	273
<b>4 SOCIAL INVESTMENT FUND</b>					
Operating Expenses	18	32	32	-	32
Subtotal	18	32	32	-	32
<b>5 SPECIAL NEED RESOURCING</b>					
Operating Expenses	3,986	3,986	3,986	-	3,986
Provincial Subsidy	(3,608)	(3,607)	(3,608)	-	(3,608)
Subtotal	378	379	378	-	378
<b>6 BEHAVIOUR MANAGEMENT SERVICES</b>					
Operating Expenses	1,731	1,836	1,991	-	1,991
Tangible Capital Assets	1	1	1	-	1
Provincial Subsidy	(1,264)	(1,265)	(1,264)	(113)	(1,377)
Fees & Service Charges	(119)	(118)	(118)	-	(118)
Subtotal	349	454	610	(113)	497

## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - Children's Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>7 GENERAL OPERATING PROGRAM SUBSIDY</b>					
Operating Expenses	8,277	8,277	8,277	1,009	9,286
Provincial Subsidy	(7,201)	(7,201)	(7,201)	(1,009)	(8,210)
Subtotal	1,076	1,076	1,076	-	1,076
<b>8 CORE ADMINISTRATION</b>					
Operating Expenses	4,431	4,440	4,611	(284)	4,327
Tangible Capital Assets	88	88	27	30	57
Provincial Subsidy	(2,313)	(2,313)	(2,313)	-	(2,313)
Subtotal	2,206	2,215	2,325	(254)	2,071
<b>9 SPECIAL PURPOSE - PROJECTS</b>					
Operating Expenses	1,056	1,056	1,056	(265)	791
Provincial Subsidy	(1,056)	(1,056)	(1,056)	265	(791)
Subtotal	-	-	-	-	-
<b>10 WAGE ENHANCEMENT</b>					
Operating Expenses	9,322	9,909	10,014	1,390	11,404
Provincial Subsidy	(9,322)	(9,909)	(9,909)	(836)	(10,745)
Provincial Contribution-One-Time	-	-	-	(659)	(659)
Subtotal	-	-	105	(105)	-
<b>11 CHILD AND FAMILY SUPPORTS</b>					
Operating Expenses	371	377	336	4,132	4,468
Tangible Capital Assets	-	-	-	6	6
Provincial Subsidy	(188)	(188)	(188)	(4,286)	(4,474)
Provincial Contribution-One-Time	(176)	(176)	(132)	132	-
Subtotal	7	13	16	(16)	-

## PROGRAM SUMMARY

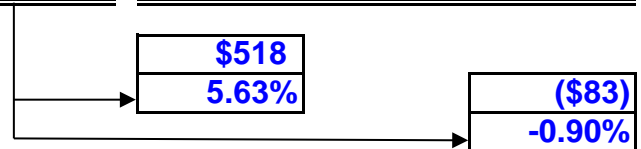


### 2018 Business Plan

### Social Services - Children's Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>12 CHILD CARE EXPANSION PLAN</b>					
Operating Expenses	2,261	4,261	4,387	4,622	9,009
Tangible Capital Assets	3	3	3	3	6
Provincial Subsidy	(2,264)	(4,264)	(4,264)	(2,751)	(7,015)
Provincial Contribution-One-Time	-	-	-	(2,000)	(2,000)
Subtotal	-	-	126	(126)	-
<b>13 CANADA-ONTARIO EARLY LEARNING AND CHILD CARE</b>					
Operating Expenses	2,068	2,668	2,668	1,132	3,800
Tangible Capital Assets	-	-	-	7	7
Provincial Subsidy	(2,068)	(2,668)	(2,668)	(889)	(3,557)
Provincial Contribution-One-Time	-	-	-	(250)	(250)
Subtotal	-	-	-	-	-
<b>14 HEADQUARTERS SHARED COST</b>					
Operating Expenses	563	563	517	57	574
Provincial Subsidy	(154)	(154)	(154)	(119)	(273)
Subtotal	409	409	363	(62)	301
<b>Net Program Expenses</b>	<b>8,961</b>	<b>9,199</b>	<b>9,717</b>	<b>(601)</b>	<b>9,116</b>

#### Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - Children's Services

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	531	Economic increases
Salaries & Benefits	103	Annualization - 2 positions
Operating Expenses	(8)	Utility savings
Operating Expenses	(1)	Inflationary increases
Operating Expenses	(46)	Headquarters shared cost
Other Expenses	(44)	Reduced one-time expenses - Journey Together
Provincial Subsidy	44	Reduced one-time subsidy - Journey Together
Tangible Capital Assets - New	(43)	Remove one-time items
Tangible Capital Assets - Replacement	(18)	Remove one-time items
	518	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Purchased Fee Subsidy Spaces

♦ Reallocate Contracted Services to Ontario Works Child Care - Formal, to enhance support and capacity for better access to quality child care for parents in receipt of Social Assistance.	(100)
♦ Reallocate Contracted Services to General Operating Program to better reflect Home Child Care Agencies administration expenses. This will not reduce child care spaces.	(500)
♦ Decrease in Provincial Subsidy to account for reallocations noted above.	600
	-

#### Directly Operated Spaces

♦ Increase to Temporary staffing costs to maintain staff to child ratio coverage.	291
♦ Increase to Purchased Services to account for meal preparation within the Early Learning Child Centres effective March 1, 2018.	163
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(10)
♦ Major Repairs & Renovations to address Health & Safety and Accessibility; including Physical Access Security Improvements and Re-keying for all Childcare Centres (\$17k); Ajax: Playground renovations (\$17k); Lakewoods: Washroom Renovations (\$34k), Bike Path Repaving (\$22k); Pickering: Playground Renovations (\$8k).	98
♦ Reduction of Hillsdale Terraces charge as the home is transitioning away from preparation of meals for the Directly Operated Early Learning Child Care Centres effective March 1, 2018.	(278)
♦ Recovery from General Operating Program Non-Profit to fund eligible operating costs.	(100)
♦ Tangible Capital Assets - Replacement: Ajax ELCC Condensing Unit (\$11k), Ajax ELCC Roof - Phase 2 (\$115k), Knox ELCC Leasehold Improvements (\$350k).	476
♦ One-Time Provincial Subsidy for Non-Profit Community Based Capital investment through ELCC 2017 carryover related to the Knox ELCC leasehold improvements.	(350)
♦ Increase in parent fee revenue to better reflect actuals. Note - Parent fees will not be increasing, yet the volume and rates paid based on shifting demographics will result in increased revenues.	(215)
	75

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Ontario Works Child Care

♦ Reallocate Contracted Services from Purchased Fee Subsidy Spaces to enhance support and capacity for better access to quality child care for parents in receipt of Social Assistance.	100
♦ Increase to Provincial Subsidy to account for reallocation as noted above.	(100)
♦ Social Assistance - Social Investment Fund charge to fund camps and recreational programs for children experiencing poverty that fall under Child Care Early Years Act guidelines.	200
♦ Increase to Provincial Subsidy to account for increase noted above.	(200)
	-

#### Behaviour Management Services

##### **Behavior Management Services**

♦ Position Reclassification: Board Certified Behaviour Analyst to Behaviour Consultant to align with Provincial direction for supporting licensed child care.	(7)
♦ Position Transfer: 0.50 Behaviour Consultant from Behaviour Management Development Disability Services to maximize use of Provincial Subsidy allocation.	53
♦ Increase to Temporary Staffing to better reflect service needs.	7
♦ Increase to Provincial Subsidy.	(113)
	Subtotal (60)

##### **Behavior Management Development Disability**

♦ Position Transfer: 0.50 Behaviour Consultant to Behaviour Management Services to maintain service levels and needs.	(53)
	Subtotal (53)
	(113)

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - Children's Services

(\$,000's)

#### General Operating Program

<ul style="list-style-type: none"> <li>◆ Increase to Contracted Services to better reflect service needs within the General Operating Program guidelines.</li> <li>◆ Reallocate Contracted Services from Purchased Fee Subsidy Spaces to better reflect Home Child Care Agency administration expenses through General Operating - Non Profit.</li> <li>◆ Reallocate Contracted Services from Purchased Fee Subsidy Spaces to better reflect Home Child Care Agency administration expenses through General Operating - Commercial.</li> <li>◆ Directly Operated Spaces charge for eligible operational costs under the General Operating Program.</li> <li>◆ Increase in Provincial Subsidy to account for increased costs.</li> <li>◆ Increase in Provincial Subsidy to account for reallocation noted above.</li> </ul>	<p>409</p> <p>400</p> <p>100</p> <p>100</p> <p>(509)</p> <p>(500)</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: center;">-</p> <hr style="border: 0.5px solid black;"/>
--	--

#### Core Administration

<ul style="list-style-type: none"> <li>◆ New Position: 1.00 Secretary, effective July 1, 2018, to support increasing caseloads as a result of new provincial direction and funding. (Annualized cost is \$84k).</li> <li>◆ Provision related to turnover, due to an increased staffing complement within the division that has accelerated faster than in prior years due to significantly increased subsidy levels.</li> <li>◆ Decrease to Professional Services to reflect actual expenditures.</li> <li>◆ Recovery from Wage Enhancement - Fee Stabilization Support, to help offset the cost of the minimum wage increase for Early Learning and Child Care Educators in the community currently earning under \$14 an hour.</li> <li>◆ Tangible Capital Assets - New: Desktops (\$5k), Workstation (\$25k) for new staff.</li> </ul>	<p>42</p> <p>(250)</p> <p>(10)</p> <p>(66)</p> <p>30</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: center;">(254)</p> <hr style="border: 0.5px solid black;"/>
---	---

#### Special Purpose - Projects

<ul style="list-style-type: none"> <li>◆ Decrease to Contracted Services to better reflect actuals.</li> <li>◆ Decrease to Provincial Subsidy to better reflect actuals.</li> </ul>	<p>(265)</p> <p>265</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: center;">-</p> <hr style="border: 0.5px solid black;"/>
---	--



## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Wage Enhancement

♦ Decrease to Temporary Staffing to offset annualization of approved 2017 permanent full time positions.	(82)
♦ Decrease to Purchased Services to better reflect service needs.	(23)
♦ Increase to Wage Enhancement/Home Child Care Enhancement Grant Service Agencies based on increased Provincial Subsidy allocations.	837
♦ One-Time increase to Fee Stabilization Support Agencies - The Ministry of Education recognizes that increased operating costs for licensed child care operators may lead to increased parental fees; therefore as the Province is increasing the minimum wage to \$14 per hour effective January 2018; they are providing CMSM's with funding for licensed programs that require additional funding to meet their minimum wage requirements.	592
♦ Core Administration Charge to account for internal staffing costs used to deliver and monitor the Fee Stabilization Support subsidy noted above.	66
♦ Increase to Wage Enhancement/Home Child Care Enhancement Grant Subsidy.	(836)
♦ One-Time Fee Stabilization Support Subsidy to account for increases noted above related to minimum wage increases in 2018.	(659)
	(105)

#### Child and Family Supports

♦ New Position: 1 Data Analysis Coordinator, effective July 1, 2018, to effectively manage increasing program needs. (Annualized cost is \$121k).	61
♦ Position Transfer: 1 Family Support Worker from Social Assistance to help achieve intended outcomes related to: engaging parents and child caregivers, supporting early learning and development, and making connections for families.	114
♦ Adjustments in various operating expenses to better reflect actual expenditures and forecasted requirements.	(21)
♦ Increase to Contracted Services related to EarlyON Child and Family Centres.	3,978
♦ Tangible Capital Assets - New: Desktop (\$1k); Workstation (\$5k) for new staff.	6
♦ Increase to Provincial Subsidy.	(4,154)
	(16)

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Child Care Expansion

<ul style="list-style-type: none"> <li>◆ New Position: 2 Training Specialists, effective July 1, 2018, to assist with quality assurance needs within Child Care Expansion programs. (Annualized cost is \$198k).</li> <li>◆ New Position: 1 Caseworker, to assist with service needs for the administration of Child Care Expansion programs. (Annualized cost is \$106k).</li> <li>◆ Position Reclassification: Pedagogical Consultant to Training Specialist to assist with quality assurance needs within Child Care Expansion programs.</li> <li>◆ Increase to Temporary Staffing to better reflect service needs.</li> <li>◆ Adjustments to various operating expenses to better reflect actual expenditures.</li> <li>◆ Increase to Professional Services to reflect anticipated expenditures related to the program delivery.</li> <li>◆ Increase to Contracted services for payments to Child Care Service Agencies.</li> <li>◆ One-Time increase in Contracted Services to align with the Provincial mandate of ensuring child care affordability and access for parents and families.</li> <li>◆ Tangible Capital Assets - New: Laptop (\$2k); Printers (\$1k) for new staff.</li> <li>◆ Increase to Provincial Subsidy.</li> <li>◆ One-Time Provincial Subsidy through 2017 Expansion Plan carryover.</li> </ul>	<p>99</p> <p>53</p> <p>(7)</p> <p>80</p> <p>23</p> <p>39</p> <p>2,335</p> <p>2,000</p> <p>3</p> <p>(2,751)</p> <p>(2,000)</p> <hr style="border: 1px solid black;"/> <p>(126)</p>
---	---

#### Canada-Ontario Early Learning and Child Care (ELCC)

<ul style="list-style-type: none"> <li>◆ New Position: 1 Behaviour Consultant, effective July 1, 2018, to assist with service needs of administration of Early Learning and Child Care programs. (Annualized cost is \$106k).</li> <li>◆ New Position: 1 Policy Analyst, effective July 1, 2018, to manage increased service levels of Early Learning and Child Care programs. (Annualized cost is \$120k).</li> <li>◆ Reduce Temporary Staffing to account for the addition of permanent full time positions, reflecting a long term funding commitment from the Province.</li> <li>◆ Increase Agency Personnel costs to service program requirements.</li> <li>◆ Adjustments to various operating expenses to reflect actual expenditures.</li> <li>◆ Increase to Contracted Services to reflect the increased subsidy allocation and need within the community.</li> <li>◆ One-Time Service Agencies for Non-Profit Community Based Capital investment through ELCC 2017 carryover.</li> <li>◆ Tangible Capital Assets - New: Desktops (\$2k); Workstation (\$5k).</li> <li>◆ Increase to Provincial Subsidy.</li> <li>◆ One-Time Provincial Subsidy for Non-Profit Community Based Capital investment through ELCC 2017 carryover.</li> </ul>	<p>53</p> <p>60</p> <p>(90)</p> <p>16</p> <p>43</p> <p>800</p> <p>250</p> <p>7</p> <p>(889)</p> <p>(250)</p> <hr style="border: 1px solid black;"/> <p>-</p>
---	--

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Headquarters Shared Costs

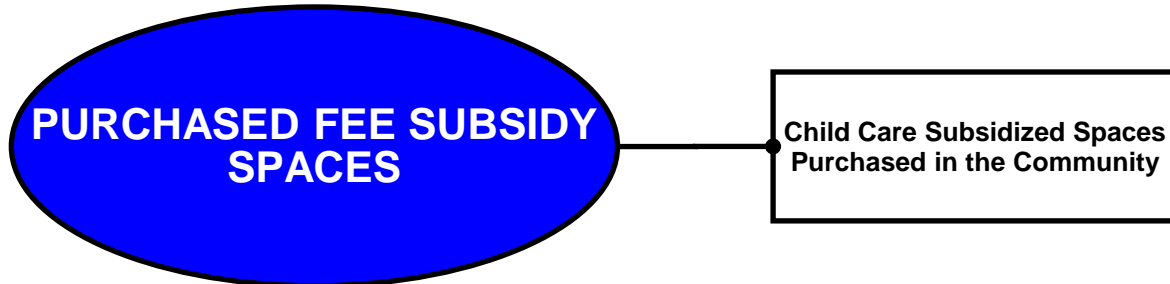
◆ Children's Services share of costs related to the operation and maintenance of Regional Headquarters	57
◆ Increase to Provincial Subsidy to fund Regional Headquarters operations with eligible subsidy.	(119)
	<hr/>
	(62)
	<hr/>
<b>Total Program Changes</b>	<b><u>(601)</u></b>

# PROGRAM 1 PURCHASED FEE SUBSIDY SPACES



## 2018 Program Detail

## Social Services - Children's Services



Note: As of December 2017 there were 270 total licensed child care sites, as well as 4 home child care agencies and 5 Recreation providers in Durham. Fee Subsidy services are available at 258 sites (including home child care and recreation providers).

### Purpose:

- ◆ To provide eligible parents with subsidy for quality child care to support employment, education or a recognized need.
- ◆ To enter into Purchase of Service Agreements with licensed child care operators to facilitate placement of children, allowing for parental choice.
- ◆ To reduce the financial impact on income support programs through effective financial management and encouraging employment and supporting educational upgrading.

### Description of Program Activities:

#### Fee Subsidy Spaces Program

- ◆ Manage and operate the Fee Subsidy system for Durham Region.
- ◆ Ensure compliance with regulations under the Child Care and Early Years Act, 2014.
- ◆ Interview and assess eligibility of more than 5,000 fee subsidy applications annually.
- ◆ Process monthly payments to operators for services provided.
- ◆ Monitor monthly spending patterns against pre-determined targets.
- ◆ Administer subsidized child care spaces and placement priorities.
- ◆ Manage subsidy wait list which was 2,697 children as of December 2017.
- ◆ Manage the appeal process for subsidy eligibility.
- ◆ Assess overpayments on client files where subsidy was issued that clients were not entitled to.
- ◆ Provide reports to the Ministry of Education detailing service targets and year to date spending. Any variances are identified and explained.
- ◆ Ensure programs meet Provincial targets.
- ◆ Measure consumer/parent satisfaction.
- ◆ Offer placement options for parents of centre-based care, home child care and/or recreation programs.



**2018 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Activities (continued):**

**Program Management and Quality Assurance:**

- ◆ Approve and manage Purchase of Service Agreements with child care providers to meet the diverse needs of Durham's population.
- ◆ Monitor program quality using Durham Region's Operating Criteria by conducting quality assurance site inspections. Minimum of two site visits annually to approximately 258 active sites.
- ◆ Assess program quality for sites applying for a Purchase of Service Agreement.
- ◆ Manage process of requests for fee increases from operators.
- ◆ Monitor Serious Occurrence reporting requirements.
- ◆ Provide support/direction to all licensed child care sites, agencies and programs on such topics as Board Development, recruitment and staff retention.
- ◆ Manage a complaint process for the community (parents and operators).

**Community:**

- ◆ Produce and maintain a current listing (Child Care Services Guide) of all licensed child care sites in Durham to provide information to families and the child care community.
- ◆ Provide child care information to Durham Region residents via telephone, website and the publication of the Child Care Services Guide.
- ◆ Actively participate in numerous community committees involving child care issues.
- ◆ Participate in community events such as displays, workshops, and conferences.

**Description of Program Resources:**

- ◆ Staff positions are included in Core Administration (Program 8).

**Performance Measurements:**

- ◆ Average Full Day Cost per Child (Licensed Care).
- ◆ Average Annual Cost per Space (Licensed Care).
- ◆ Number of Children Waiting for a Subsidized Placement.

# PROGRAM 1 PURCHASED FEE SUBSIDY SPACES

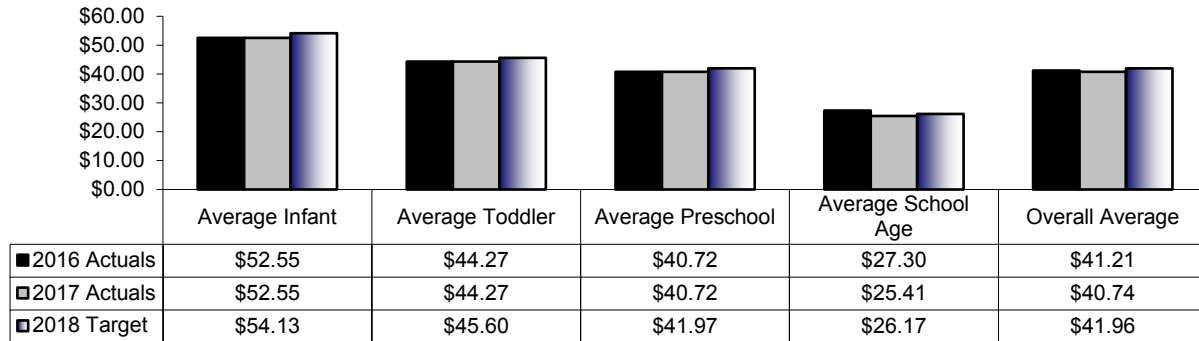


## 2018 Program Detail

## Social Services - Children's Services

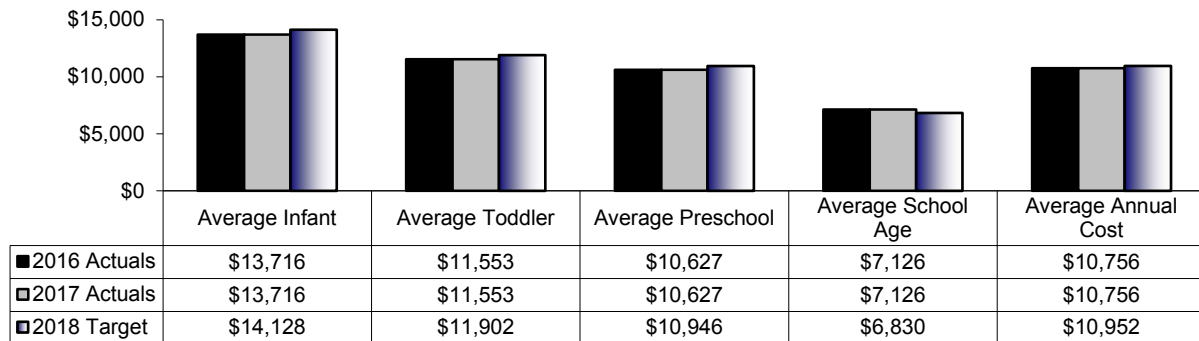
### Performance Data:

#### Average Full Day Cost Per Child (Licensed Care)



Source: Based on average expenditures per age group in 2017.

#### Average Annual Cost Per Space (Licensed Care)



Note: Average School Age Cost includes part days and full days.

# PROGRAM 1 PURCHASED FEE SUBSIDY SPACES

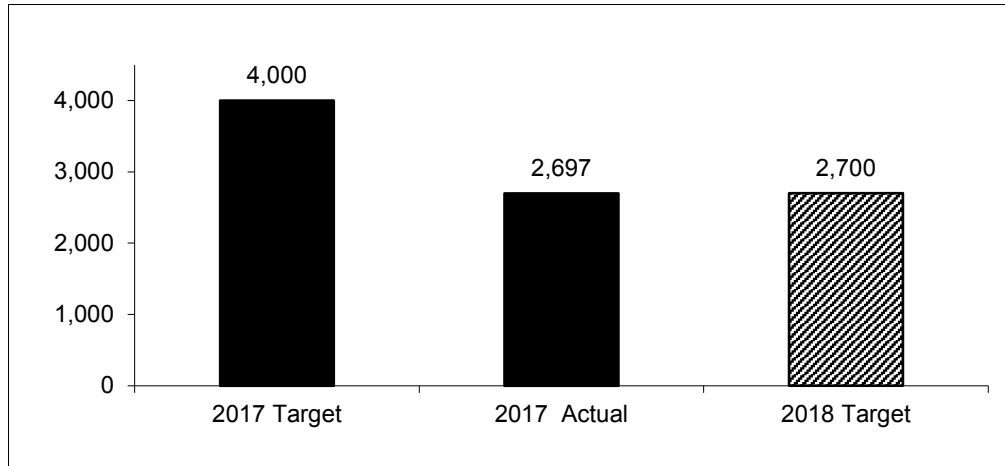


## 2018 Program Detail

## Social Services - Children's Services

### Performance Data (continued):

#### Number of Children Waiting for a Subsidized Placement



Note: 2017 actual number of children on waitlist as of December 2017.

#### General Information

Number of Licensed Child Care Centres  
 Number of Licensed Home Child Care Agencies  
 Number of Fee Subsidy Child Care sites with Service Agreements  
 Number of Fee Subsidy Recreation sites with Service Agreements  
 Licensed Capacity of all Child Care Centres in Durham  
  
 Licensed Capacity of Fee Subsidy sites  
 Number of Fee Subsidy Infant Spaces  
 Number of Fee Subsidy Toddler Spaces  
 Number of Fee Subsidy Preschool Sites  
 Number of Fee Subsidy Kindergarten Sites  
 Number of Fee Subsidy School Aged Sites  
 Average Number of Operating Days per year  
 Number of Quality Assurance Inspections Conducted  
 Number of Full Day Kindergarten (FDK) School Sites  
 Number of FDK - Before/After Sites

	2017 Target	2017 Estimated Actual	2018 Target
Number of Licensed Child Care Centres	270	273	275
Number of Licensed Home Child Care Agencies	4	5	6
Number of Fee Subsidy Child Care sites with Service Agreements	245	248	260
Number of Fee Subsidy Recreation sites with Service Agreements	4	5	5
Licensed Capacity of all Child Care Centres in Durham	22,800	23,511	23,500
Licensed Capacity of Fee Subsidy sites	21,000	21,904	22,000
Number of Fee Subsidy Infant Spaces	488	520	530
Number of Fee Subsidy Toddler Spaces	1,760	1,742	1,760
Number of Fee Subsidy Preschool Sites	3,842	3,973	4,000
Number of Fee Subsidy Kindergarten Sites	6,077	6,227	6,050
Number of Fee Subsidy School Aged Sites	8,798	9,442	9,140
Average Number of Operating Days per year	260	261	261
Number of Quality Assurance Inspections Conducted	490	540	550
Number of Full Day Kindergarten (FDK) School Sites	179	180	182
Number of FDK - Before/After Sites	144	156	156

**PROGRAM 1  
PURCHASED FEE SUBSIDY SPACES**



**2018 Program Detail**

**Social Services -  
Children's Services**

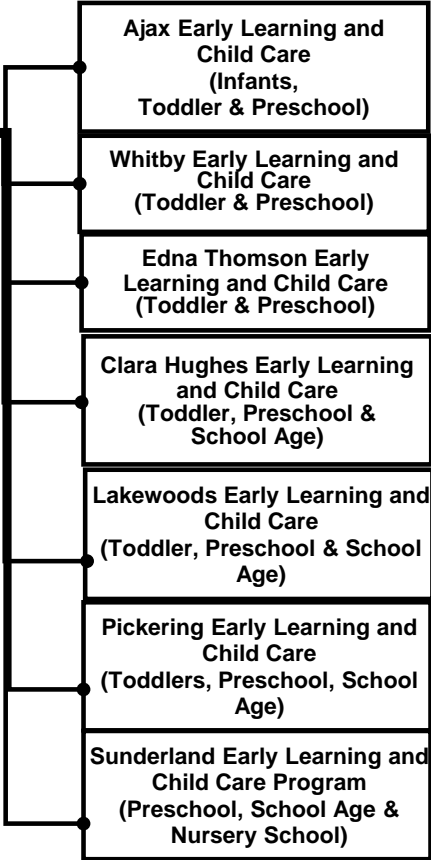
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contracted Services	19,655	19,655	19,655	(600)	19,055
<b>Total Expenses</b>	<b>19,655</b>	<b>19,655</b>	<b>19,655</b>	<b>(600)</b>	<b>19,055</b>
<b>Revenues</b>					
Provincial Subsidy	(17,604)	(17,604)	(17,604)	600	(17,004)
<b>Total Revenues</b>	<b>(17,604)</b>	<b>(17,604)</b>	<b>(17,604)</b>	<b>600</b>	<b>(17,004)</b>
<b>Net Program Expenses</b>	<b>2,051</b>	<b>2,051</b>	<b>2,051</b>	<b>-</b>	<b>2,051</b>





2018 Program Detail

Social Services - Children's Services



**Purpose:**

- ◆ To provide quality child care and early learning programs which supports parents; including low income earners and full fee parents who are working and/or upgrading their education.
- ◆ To be a leader within the child care community with regard to the provision of child care, including participating on community committees, to improve the image and public awareness of the Region's services.
- ◆ To model quality child care programming to be used as the benchmark for purchase of service.

**Description of Program Activities:**

- ◆ This is a Core Service Program that is subject to Provincial Legislation.
- ◆ The Region has directly operated Child Care Programs since its creation in 1974. Prior to this, they were operated by local Municipalities.
- ◆ Operates 7 Early Learning and Child Care Centres located in Pickering, Ajax, Whitby, Oshawa (2), Clarington; and Sunderland with a licensed capacity over 400 infants, toddlers, preschool and school aged children, many of whom are hard to serve, due to their individual needs.
- ◆ Operates a Nursery School program out of the Sunderland location.
- ◆ Accommodates the particular requirements of children with special needs including Ministry required Individual Support Plans. In 2017, 26 children with Special Needs and 29 children with Particular Needs were served.
- ◆ Management staff conduct analysis of program budgets and quality assurance inspections.
- ◆ Staff participate in ongoing training to maintain and/or upgrade skills.
- ◆ Programs monitored by management staff using Durham Region Operating Criteria.
- ◆ Evaluation of the Child Care system is incorporated in Durham's Child Care Service Management Plan.
- ◆ Program is ultimately measured by the consumer. Parent satisfaction - annual questionnaires are circulated and a suggestion box is available at all times, in all locations.
- ◆ License issued by the Ministry signifies requirements of the Child Care and Early Years Act 2014 (CCEYA) are met.
- ◆ Other inspections include fire, health, and an independent playground inspection.
- ◆ All Early Childhood Educators are required to be registered with the College of Early Childhood Educators to protect the public interest and abide by the College's "Code of Ethics and Standards of Practice" established February 28, 2011.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 49
- ◆ 2017 Full Time Staff = 49



**2018 Program Detail**

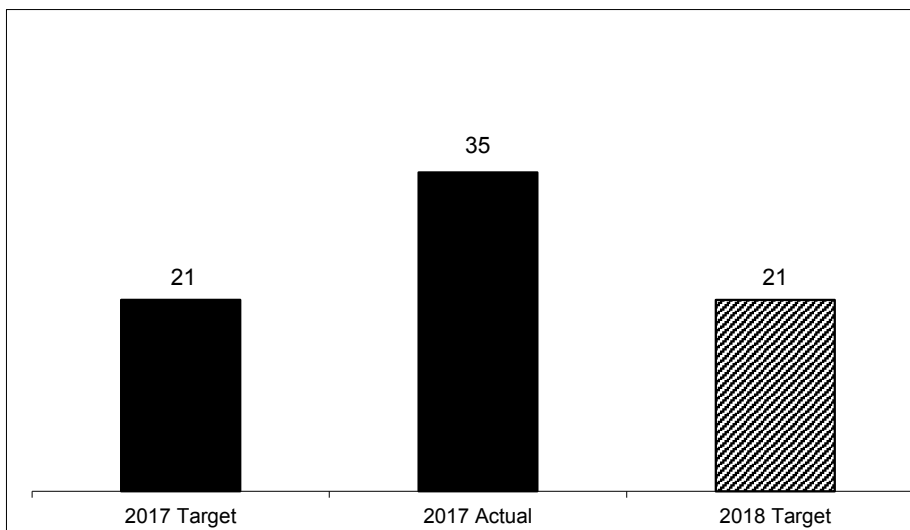
**Social Services -  
Children's Services**

**Performance Measurements:**

- ♦ Average Number of Hours of Professional Development per Staff.
- ♦ Stability of Staffing - Child Care Centres.
- ♦ Quality Assurance Measure - Durham Region Operating Criteria (DROC).
- ♦ Annual Parent Satisfaction Survey.
- ♦ Nipissing District Development Screen (NDDS) Checklist Completed.
- ♦ General Information.

**Performance Data:**

**Average Number of Hours of Professional Development per Staff**



On-going professional development is integral in the early learning and child care field. There is required mandatory core training for staff as well as optional workshops and programs to further develop skills and knowledge. The College of Early Childhood Educators has a Mandatory Continuous Professional Learning (CPL) Program for members. Staff are attending mandatory training as well as pursuing independent learning opportunities to continue to grow as professionals and meet the expectations of their certification.

**Stability of Staffing - Child Care Centres**

Notes: The Mustard and McCain Early Years Study 2000 identifies the importance of stable, long term, well educated staff to ensure a quality early childhood setting. The Region has a very low turnover of staff with many employees having long service. We anticipate a number of retirements over the next 5 years. The numbers shown here include part time temporary staff and on-call staff. Many on-call staff have also been with the Region for several years. In 2017 there were legislated changes to staffing ratios requiring additional Part Time staff to be hired which is reflected in the 0-5 years of service numbers.

**Years of Service:**

	2016 Actual	2017 Actual
0-5 yrs	36	46
6-10 yrs	7	7
11-15 yrs	10	15
16-20 yrs	9	14
21-25 yrs	8	8
26 +	8	9



2018 Program Detail

Social Services -  
Children's Services

Performance Data (continued):

Quality Assurance Measure - Durham Region Operating Criteria (DROC)

Durham Region Operating Criteria

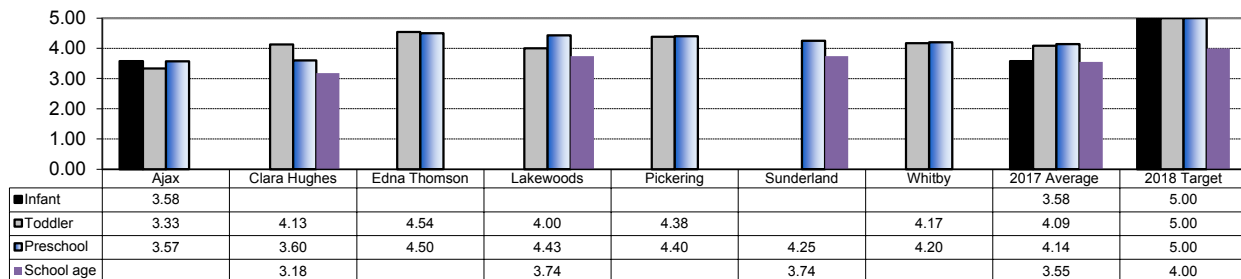
The Durham Region Operating Criteria is designed to provide information regarding areas of strength and growth in the child care and early learning setting. Research in the area of early learning indicates that there are six key elements that are essential for a high-quality child care program, including:

1. Sound management practices
2. Training, experience and stability of educators
3. Group size: ratio of children to educators
4. Family involvement in the program
5. Health and safety standards of the physical facility
6. Program content and development

These multi-dimensional requirements are key components in the Early Learning and Care Assessment for Quality Improvement measure included in the Durham Region Operating Criteria (DROC). Durham Region Quality Assurance Program Managers inspect all 7 of Durham Region ELCC programs. DROC inspection reports are presented at each inspection visit and provide an opportunity for discussion and improvement in quality. The DROC also serves as a self-evaluation and planning tool for child care operators, supervisors and front-line staff.

Note: The highest score is a 5.00 in the Infant, Toddler and Preschool programs and a 4.00 in School Age programs. An average score of a 3.00 is considered meeting expectations whereas an average score above a 3.00 is considered exceeding expectations. Clara Hughes ELCC, Sunderland ELCC and Lakewoods ELCC school age program are operated in facilities not owned or maintained by the Region of Durham and therefore, there is less control over the physical environment.

DROC - 2017 Scores and Targets for 2018



Note: Rating scales are based on age groups. Not all the centres have each age group.

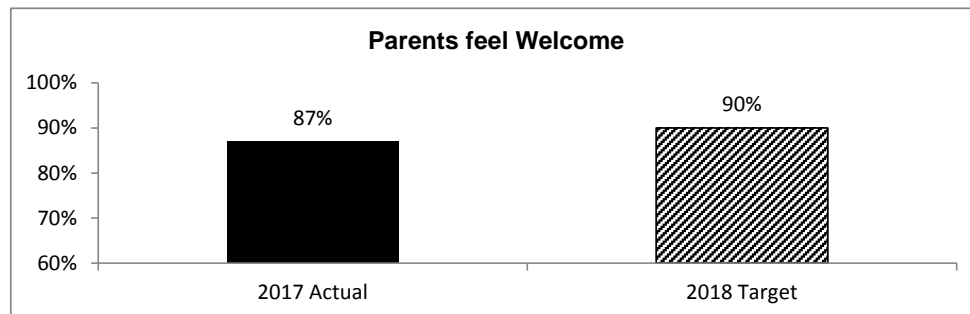
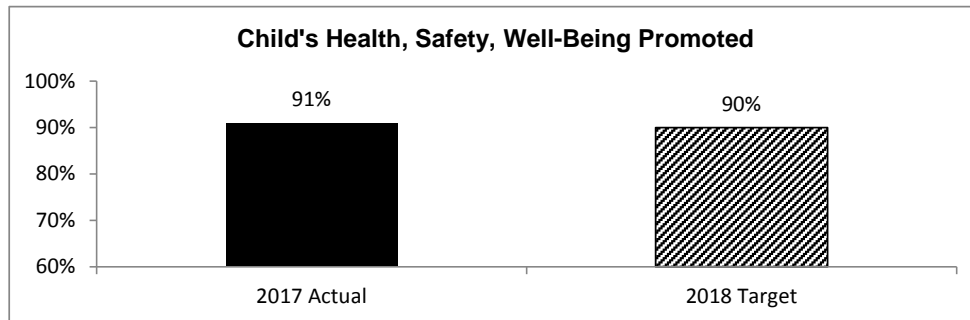
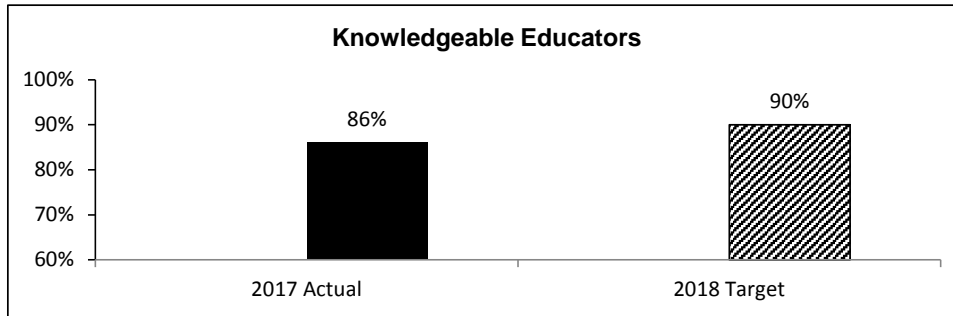
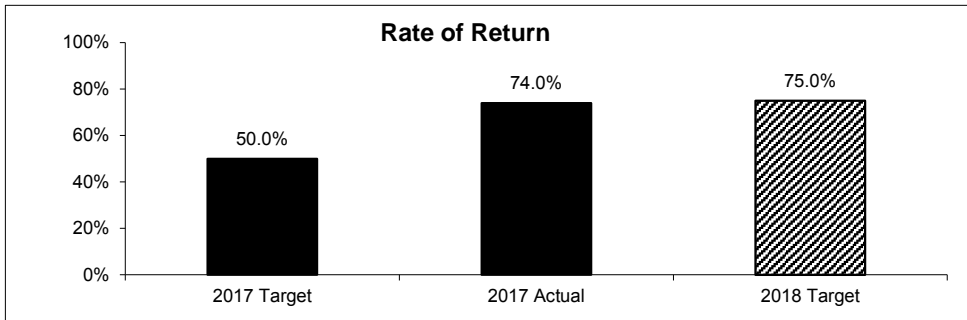


2018 Program Detail

Social Services -  
Children's Services

Performance Data (continued):

Annual Parent Satisfaction Survey





**2018 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Annual Parent Satisfaction Survey (continued)**

In 2017, the parent satisfaction survey was updated to be reflective of the areas listed in the Directly Operated Early Learning and Child Care Centres Program Statement. The Program Statement has 11 overarching strategies which guide program development, pedagogy and is intended to strengthen the caliber of the programs to ensure high quality experiences with families, children's learning, development, health and well being. In 2017 the satisfaction survey was provided electronically. Electronic devices were made available at the centres for parent use and paper copy versions were available upon request.

**Nipissing District Developmental Screen (NDDS) Checklist Completed**

Child Care Centre	# Nipissing District Developmental Screen Checklist Completed 2017 Actual
Ajax ELCC	86
Edna Thomson ELCC	82
Clara Hughes ELCC	62
Lakewoods ELCC	37
Pickering ELCC	58
Whitby ELCC	49
Sunderland ELCC	20

The Nipissing District Developmental Screen is a developmental checklist that follows a child from one month of age to six years. The checklist is completed for each child upon entry into the ELCCs and updated as children make developmental gains. New checklists are initiated as children transition through developmental age categories. NDDS is a tool staff use to not only track development but also to be able to plan and implement learning activities in the programs to support the individual needs of all children. Parents are engaged and encouraged to provide input into their child's screening tool which gives the educators an opportunity to get the best picture of a child's developmental progress.

Note: This applies to children not in school.



**2018 Program Detail**

**Social Services -  
Children's Services**

**Directly Operated Centres - General Information**

	<b>2017 Actual</b>	<b>2018 Target</b>
Number of Licensed Child Care Programs	8	8
Number of Licensed Nursery School Programs	1	1
Licensed Capacity of Child Care Centres (# Full Time children)	466	520
Operating Capacity of Child Care Centres	358	392
Licensed Capacity of Nursery School Programs	20	20
Number of Infant Spaces	6	6
Number of Toddler Spaces	60	80
Number of Preschool Spaces (Centres only)	160	174
Number of School Aged Spaces	132	132
Number of Children with Diagnosed Special Needs	26	26
Number of Children with Particular Needs	29	29
Average Number of Children with Special or Particular Needs / Centre	6	6
Number of Centre-Based Operating Days	261	261
Full Day Child Care Fees - Infant	\$52.00	\$52.00
Annual Revenue per Infant Full Day Space	\$13,572	\$13,572
Full Day Child Care Fees - Toddler	\$46.50	\$46.50
Annual Revenue per Toddler Full Day Space	\$12,137	\$12,137
Full Day Child Care Fees - Preschool	\$43.00	\$43.00
Annual Revenue per Preschooler Full Day Space	\$11,223	\$11,223
Full Day Child Care Fees - School Aged	\$43.00	\$43.00
Annual Revenue per School Age Full Day	\$11,223	\$11,223
School Board Before/After School Spaces Revenue per Day	\$26.00	\$26.00
Annual Revenue Per Board Before/After	\$6,760	\$6,760
Student Placements	38	38

**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2018 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	7,260	7,122	7,192	291	7,483
Personnel Related	6	6	6	-	6
Communications	21	21	21	-	21
Supplies	98	101	101	13	114
Food	42	18	18	-	18
Utilities	57	74	67	-	67
Medical Care	5	4	4	-	4
Materials & Services	100	113	113	140	253
Buildings & Grounds Operations	104	126	126	-	126
Professional Services	5	2	2	-	2
Contracted Services	106	107	107	-	107
Leased Facilities Expenses	25	26	26	-	26
Bad Debt Expenses	17	-	-	-	-
Insurance	20	20	21	-	21
Major Repairs & Renovations	2	-	-	98	98
<b>Operating Expenses Subtotal</b>	<b>7,868</b>	<b>7,740</b>	<b>7,804</b>	<b>542</b>	<b>8,346</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Hillsdale Terraces Charge	334	334	334	(278)	56
Works - Facilities Management Charge	67	82	82	-	82
Recovery - Children Services	(332)	(332)	(332)	(100)	(432)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>68</b>	<b>84</b>	<b>84</b>	<b>(378)</b>	<b>(294)</b>
<b>Gross Operating Expenses</b>	<b>7,936</b>	<b>7,824</b>	<b>7,888</b>	<b>164</b>	<b>8,052</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	350	350
Replacement	31	31	31	126	157
<b>Total Tangible Capital Assets</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>476</b>	<b>507</b>
<b>Total Expenses</b>	<b>7,967</b>	<b>7,855</b>	<b>7,919</b>	<b>640</b>	<b>8,559</b>

**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2018 Program Detail**

**Social Services -  
Children's Services**

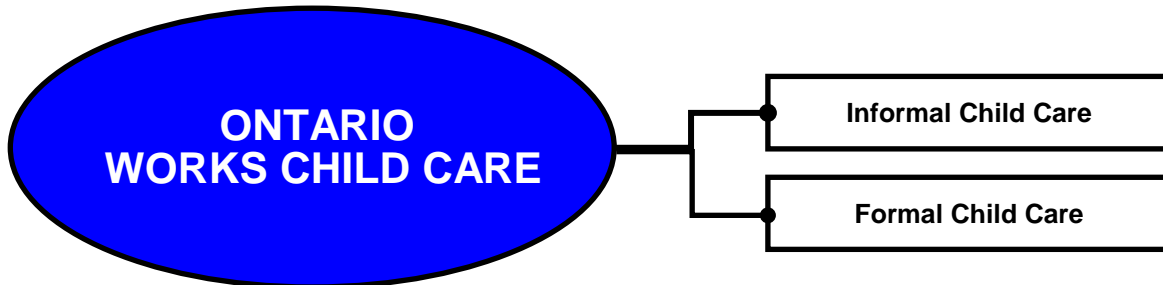
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(4,507)	(4,507)	(4,507)		(4,507)
Provincial Contribution-One Time	-	-	-	(350)	(350)
Fees & Service Charges	(1,266)	(1,051)	(1,050)	(215)	(1,265)
<b>Total Revenues</b>	<b>(5,773)</b>	<b>(5,558)</b>	<b>(5,557)</b>	<b>(565)</b>	<b>(6,122)</b>
<b>Net Program Expenses</b>	<b>2,194</b>	<b>2,297</b>	<b>2,362</b>	<b>75</b>	<b>2,437</b>





**2018 Program Detail**

**Social Services -  
Children's Services**



**Purpose:**

- ◆ To provide subsidy for quality child care to eligible Ontario Works recipients to support their participation requirements.

**Description of Program Activities:**

- ◆ Provide subsidized placements for children when the family is in receipt of Ontario Works.
- ◆ Ensure families have a completed participation agreement which may include employment supports, job search, self-employment program and employment placements and/or community placement.
- ◆ Work collaboratively with the Income and Employment Support Division to achieve the best possible service for mutual clients.
- ◆ Manage subsidy for formal and informal child care placements.
- ◆ Process monthly payments to operators and families.
- ◆ Provide information to parents to ensure quality child care is chosen when seeking an informal provider.
- ◆ Monitor monthly spending.
- ◆ Measure customer satisfaction.
- ◆ Provide reports to the Ministry, detailing service targets and year to date spending. Identify and explain variances.

**Description of Program Resources:**

- ◆ Staff positions are included in Core Administration (Program 8).

**Performance Measurements:**

- ◆ Number of Children Served under Ontario Works Child Care Program.

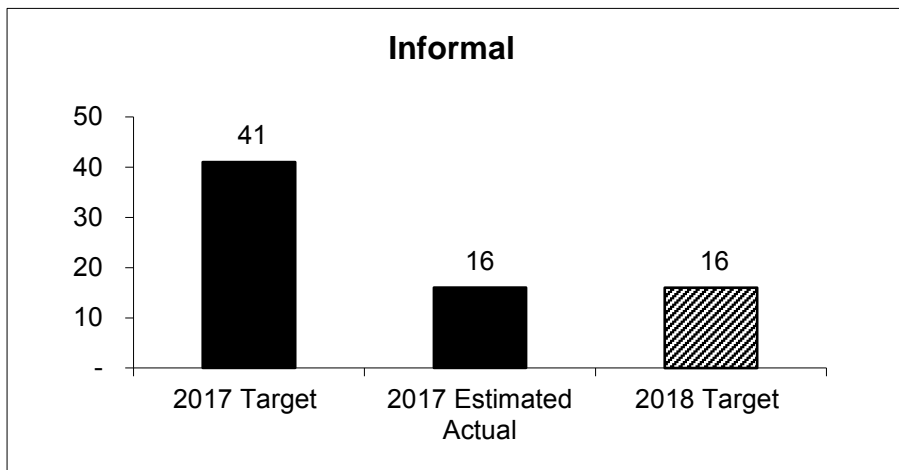
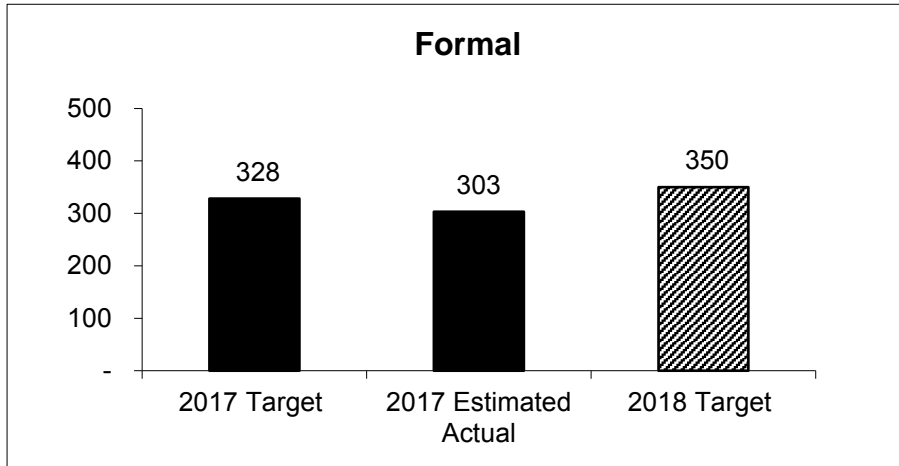


2018 Program Detail

Social Services -  
Children's Services

Performance Data:

Number of Children Served under Ontario Works Child Care Program



Note: There is an increased requirement to fund licensed (formal) care over unlicensed (informal) care, and more families are using Licensed care in 2017.

**PROGRAM 3  
ONTARIO WORKS CHILD CARE**



**2018 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contracted Services	1,200	1,200	1,200	100	1,300
<b>Operating Expenses Subtotal</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>100</b>	<b>1,300</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Social Assistance Charge	-	-	-	200	200
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>
<b>Total Expenses</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>	<b>300</b>	<b>1,500</b>
<b>Revenues</b>					
Provincial Subsidy	(927)	(927)	(927)	(300)	(1,227)
<b>Total Revenues</b>	<b>(927)</b>	<b>(927)</b>	<b>(927)</b>	<b>(300)</b>	<b>(1,227)</b>
<b>Net Program Expenses</b>	<b>273</b>	<b>273</b>	<b>273</b>	<b>-</b>	<b>273</b>



## **2018 Program Detail**

## **Social Services - Children's Services**

### **Purpose:**

- ◆ To provide short term informal child care funding, for eligible families who are unable to access licensed child care whereby promoting attachment to the work force and helping to alleviate the depth of child poverty.

### **Description of Program Activities:**

- ◆ Support families in crisis and those unable to access Ontario Works or other fee subsidy funding.
- ◆ Provide short term child care subsidy to families in the informal sector as required.
- ◆ Work with the community to maximize use of available funds as per the Child Care Service Management plan, considering the changing needs of the community and legislation.
- ◆ Monitor and evaluate budget expenditures.
- ◆ Provide information to families on quality child care.
- ◆ Seek and use Community feedback.
- ◆ Measure customer satisfaction.

### **Description of Program Resources:**

- ◆ No staff are assigned to this program.

### **Performance Measurements:**

- ◆ Annual Social Investment Funding Allocations.

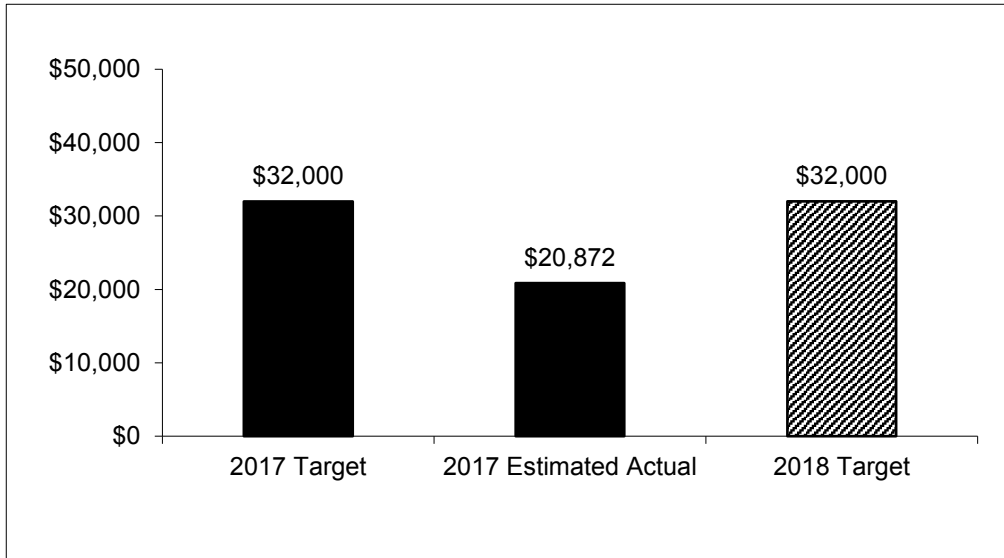


**2018 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**

**Annual Social Investment Funding Allocations**



**PROGRAM 4  
SOCIAL INVESTMENT FUND**



**2018 Program Detail**

**Social Services -  
Children's Services**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contracted Services	21	32	32	-	32
<b>Net Program Expenses</b>	<b>21</b>	<b>32</b>	<b>32</b>	<b>-</b>	<b>32</b>



## **2018 Program Detail**

## **Social Services - Children's Services**

### **Purpose:**

- ◆ To purchase support, including services of resource teachers for children with special needs in licensed child care and licensed home child care programs.
- ◆ To flow program operating funds to the four Special Needs Resourcing (SNR) programs:
  1. Resources for Exceptional Children and Youth (RFECY)
  2. Grandview Children's Centre, Preschool Outreach Program (POP)
  3. The Surrey Place Centre
  4. Durham Behavior Management Services (Program 6)
- ◆ To provide services for 2,377 children and fund 82 Full Time Equivalent staff to fulfill services.
- ◆ To purchase specialized toys and equipment in support of an individual child's program plan.

### **Description of Program Activities:**

- ◆ This program, downloaded by the Province, is a mandatory program.
- ◆ Special Needs Resource Agencies support child care services in assessing children with special needs, in preparing individual program plans for the children, and in providing support to the child's regular caregiver in developing and carrying out daily activities in accordance with these plans. SNR staff assist the individual child within the larger group and support group dynamics; SNR staff may work with several children in more than one location; they also work with parents to ensure a consistent expectation and approach for the child. Child care centres may also apply for funding to support enhanced staffing to allow for reduced ratios within a program.
- ◆ Maintain Service Agreements to flow program funds on a quarterly basis.
- ◆ Analyze annual operating budgets and approve funds for the year.
- ◆ Set and monitor service targets for each location.
- ◆ Identify any alternative funding sources available.
- ◆ Manage "Serious Occurrence" reporting process.
- ◆ Manage an internal review process to deal with concerns by parents, service providers or staff.
- ◆ Collect, analyze and roll-up statistics to the Ministry of Education as per their timelines.

### **Description of Program Resources:**

- ◆ Staff positions are included in Core Administration (Program 8).

### **Performance Measurements:**

- ◆ Number of children served annually.
- ◆ Number of Full Time Employees funded annually.

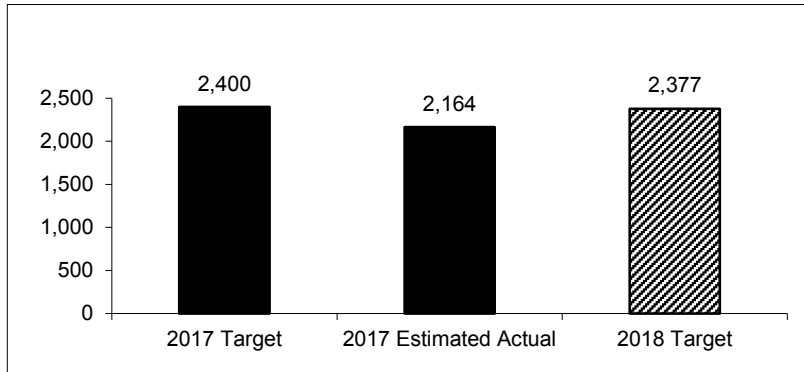


**2018 Program Detail**

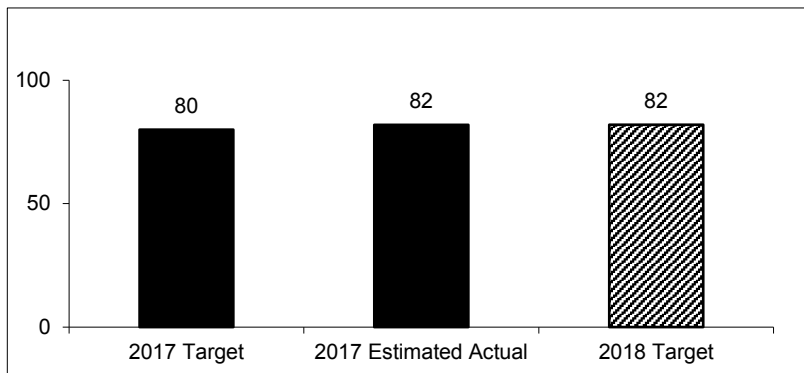
**Social Services -  
Children's Services**

**Performance Data:**

**Number of Children Served Annually**



**Number of Full Time Employees Funded Annually**



Note: Resource Consultants will be providing more support to licensed child care and less home visits as per the Ministry guidelines.



**PROGRAM 5  
SPECIAL NEEDS RESOURCING**



**2018 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contracted Services	3,986	3,986	3,986	-	3,986
<b>Total Expenses</b>	<b>3,986</b>	<b>3,986</b>	<b>3,986</b>	<b>-</b>	<b>3,986</b>
<b>Revenues</b>					
Provincial Subsidy	(3,608)	(3,607)	(3,608)	-	(3,608)
<b>Total Revenues</b>	<b>(3,608)</b>	<b>(3,607)</b>	<b>(3,608)</b>	<b>-</b>	<b>(3,608)</b>
<b>Net Program Expenses</b>	<b>378</b>	<b>379</b>	<b>378</b>	<b>-</b>	<b>378</b>

**PROGRAM 5  
SPECIAL NEEDS RESOURCING**



**2018 Program Detail**

**Social Services -  
Children's Services**

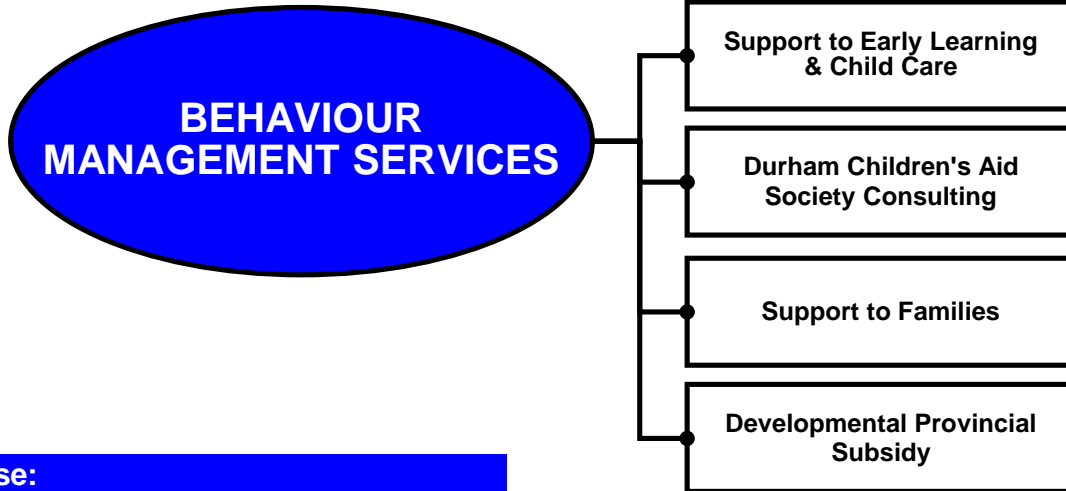
**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Gross Operating Expenses</b>					
General	3,986	2,436	2,436	1,550	3,986
ELCC PreSchool SNR Agencies	-	157	157	(157)	-
ELCD SNR Agency	-	1,393	1,393	(1,393)	-
<b>Gross Operating Expenses</b>	<b>3,986</b>	<b>3,986</b>	<b>3,986</b>	<b>-</b>	<b>3,986</b>
<b>Revenues</b>					
General	(3,608)	(2,087)	(2,087)	(1,521)	(3,608)
ELCC PreSchool SNR Agencies	-	(128)	(128)	128	-
ELCD SNR Agency	-	(1,392)	(1,393)	1,393	-
<b>Total Revenues</b>	<b>(3,608)</b>	<b>(3,607)</b>	<b>(3,608)</b>	<b>-</b>	<b>(3,608)</b>
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>378</b>	<b>379</b>	<b>378</b>	<b>-</b>	<b>378</b>



2018 Program Details

Social Services - Children's  
Services



**Purpose:**

- ◆ To provide consultation to early learning and child care professionals and parents/guardians in the child's natural environment, when they are experiencing difficulty managing child behaviour.
- ◆ To provide early learning and child care professionals and parents/guardians community education/training in a standardized, organized and effective manner.
- ◆ To work in co-operation with other agencies to respond to identified needs and to plan for future service delivery through sound operations and management practices.
- ◆ To provide accessible consultation to early learning and child care professionals and parent/guardians of children with developmental disabilities in a timely manner.
- ◆ To work in co-operation with Regional and Provincial governments to provide consultation services to parents and caregivers regarding intensive Behaviour Consultants.

**Durham Children's Aid Society (CAS) Consulting:**

- ◆ To provide behaviour consultation to Durham CAS foster, adoptive and kinship care parents when they are experiencing difficulty managing child behaviour and children are at risk of placement breakdown.
- ◆ To provide education and training programs to foster and adoptive parents and staff of Durham CAS.
- ◆ To work in cooperation with the Durham CAS to respond to identified needs and to plan for future service delivery.



## 2018 Program Details

## Social Services - Children's Services

### Description of Program Activities:

- ◆ Established in 1982, this is a directly operated core program that is funded through Special Needs Resourcing mandatory program dollars and Developmental Services dollars. Special Needs Resourcing is funded by the Province through the Ministry of Education, whereas Developmental Services is a 100 per cent Provincially funded program through the Ministry of Community and Social Services. Durham Children's Aid Society provides 100 per cent funding for the cost of a consultant who works with their clients and staff.
- ◆ Over 1,200 individuals access the program annually. As of December 2017 there were more than 600 active clients on the client list accessing various types of services including short-term levels of consultation, longer-term intensive levels of consultation, and education and training workshops.
- ◆ Over 204 child care providers have referred to the program as of December 2017 and more than 600 early learning and care professionals have attended 20 training sessions.
- ◆ This program will provide consultation to approximately 25 children in Durham CAS care annually.
- ◆ This program will provide two training workshops annually to foster and adoptive parents and additional training series to staff members of the Durham Children's Aid Society.

#### ◆ **Caseload:**

Consultants carry an active caseload on average of 15-25 children based on intensity of behavioural concerns, as well as providing parent and child care training groups. Activities involved in service provision include:

- ◆ Visits to the child's child care setting (Special Needs Resourcing) and home and school (Developmental) with frequency ranges from weekly to monthly contacts, depending on needs of clients. During visits, behavioural observations are completed, early learning and child care professional and parents/guardians are interviewed in order to assess the child's behaviour and monitor the effectiveness of behavioural interventions.
- ◆ Based on assessment information, recommendations are developed, reviewed and discussed with caregivers.
- ◆ Observation of the child in a child care setting, home and/or school.
- ◆ Meetings and telephone contacts with other professionals regarding the child.
- ◆ Preparation of resource material for children's programs.
- ◆ Resource materials could include picture schedules, social teaching stories that address specific challenges the child is experiencing, reinforcement charts, anger management materials etc.
- ◆ Report writing based on data which includes strategies to support positive behavioural changes.
- ◆ Preparation and presentation training to early learning and child care professional and parent/guardians.
- ◆ Children waiting for consultation in child care settings are monitored regularly and prioritized based on severity of concerns.
- ◆ Provide general classroom consultation to child care centres.



**2018 Program Details**

**Social Services - Children's Services**

**Description of Program Activities (continued):**

- ◆ **The following drop-in sessions have been offered:**
  - ◆ EarlyON Child and Family Centres (YMCA, YWCA)
  - ◆ Durham Region Child and Family Centre (Hubs)
  - ◆ Durham Farm and Rural Family Resource
  - ◆ CAREA Community Health Centre
  - ◆ Ready, Set, Grow Check-ups
  - ◆ Welcome to Kindergarten program/school programs
  
- ◆ **Training for early learning and child care professionals:**
  - ◆ Training and education offered through the Durham Region Child Care Forum.
  - ◆ General classroom consultation for child care educators throughout the year.
  - ◆ Workshop presentation at Durham Region Child Care Forum Conference.
  
- ◆ **Training for Parents:**
  - ◆ Workshops and drop-ins are offered to parents on a regular basis throughout the year. Presentations cover topics such as understanding children's behaviour, emotional regulation, encouraging cooperation, and non-compliance.
  - ◆ Workshop series are also offered including a series for parents of children with attention difficulties, and in collaboration with Durham Children's Aid Society (CAS), a series for foster and adoptive families.
  - ◆ Following each training workshop, parents have the opportunity to continue to access services from a Behaviour Consultant to assist with the implementation of concepts and strategies discussed at the training workshop.
  
- ◆ **Presentations for parents may include topics such as:**
  - ◆ Power of Reinforcement (two-part series)
  - ◆ Self Regulation, recognize feelings/regulate emotions (two-part series)
  - ◆ Distractable Child (four-part series)
  - ◆ "You can't make me do it" - helping your child with developmental disabilities manage transitions
  - ◆ Toilet Training, for children with special needs
  
- ◆ **Presentations for Child Care and Early Learning may include topics such as:**
  - ◆ Reaching In/Reaching Out (RIRO)
  - ◆ Standing up to bullying
  - ◆ Zero to Sixty - " Why is this child so angry"
  - ◆ Think, Do, Act - The Behavioural Skills Training Model Series
  - ◆ De-mystifying use of Applied Behavioural Analysis (ABA) in Early Learning settings (6-part series)
  - ◆ Behaviour Management E-learning



## 2018 Program Details

## Social Services - Children's Services

### Description of Program Activities (continued):

#### ♦ Professional Development:

- ♦ Behaviour Management Consultants attend professional development on an ongoing basis to stay current with best practices in behaviour guidance strategies for children with varying special needs.
- ♦ Ongoing alignment of education and training with the principles of How Does Learning Happen, Durham Region Operating Criteria and the Child Care and Early Years Act.

#### ♦ Computer Technology / Database Development:

- ♦ Continued use of database and data analysis for planning purposes, program review, and outcome measurement.
- ♦ Increase, refine and develop access to information through use of the Internet.
- ♦ Continue to use current media based technology for presentations in parent groups.
- ♦ Maintain library database, and update current literature.

#### ♦ Administration:

- ♦ Intake and service delivery processes adapted, updated and refined to meet the community needs.

#### ♦ Linkages with Other Regional Programs:

- ♦ Participate with the Health Department on Self Regulation Training.
- ♦ Participate with the Health Department on Social Media post on child development and behaviour.
- ♦ Participate in the Innovation & Research Program.

#### ♦ Linkages with the Province:

- ♦ Participation in the Durham Region Best Start Network, Durham's Children and Youth Planning Network, Ontario Network of Provincial Special Needs Networking Programs.

#### ♦ Linkages with the Community:

- ♦ Participation on the substance use in pregnancy and parenting coalition, Dual Diagnosis Committee.
- ♦ Collaboration with Durham Children's Aid Society to provide behavioural consultation, education, and training to foster parents and staff members of Durham Children's Aid Society.
- ♦ Providing training for the e-community through the Durham Region Child Care Forum.
- ♦ Participate on the Durham Region Best Start Network and Durham's Children and Youth Planning Network.
- ♦ Participate on the panel for the Child Abuse Review Committee - Durham Children's Aid Society, work in collaboration with community agencies in the provision of comprehensive support services for children and families across Durham Region including: Resources for Exceptional Children & Youth, Kinark Child and Family Services, Family Community Action Program, Infant and Child Development Services, Grandview Children's Centre, Durham Children's Aid Society, and Kerry's Place.

### Description of Program Resources:

- ♦ 2018 Full Time Staff = 17
- ♦ 2017 Full Time Staff = 17 (Restated)



2018 Program Details

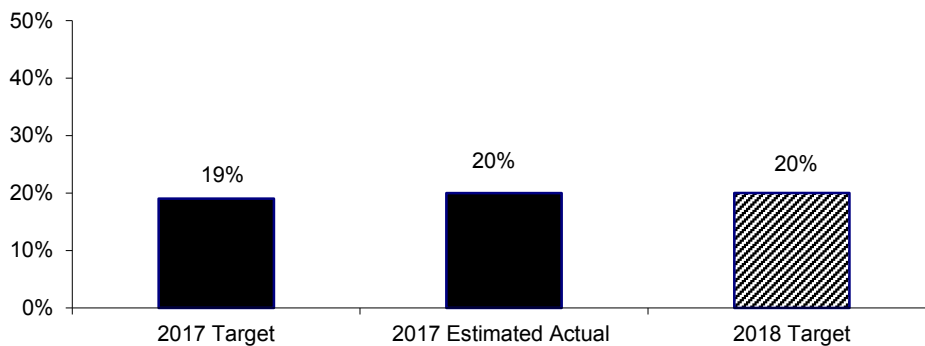
Social Services - Children's Services

Performance Measurements:

- ◆ Number of clients waiting for services as a percentage of total annual referrals.
- ◆ Consultations & Provider Education Workshops.

Performance Data:

Number of Clients Waiting for Service as a Percentage of Total Annual Referrals



**Note:**

These wait list statistics reflect clients waiting for interim and/or longer-term intensive behaviour consultation and are shown as a percentage of the total annual referrals received by the program.

Durham Behaviour Management Services continues to offer a variety of types and levels of services including workshops, and levels of shorter-term and longer-term behaviour consultation. This has increased access to services for clients of the program.

Over the past several years, the number of referrals to the program has increased. Due to the number and nature of referrals received in 2017, the number of clients requiring intensive levels of consultation is anticipated to be higher than previously estimated. The program will strive to maintain a wait list of approximately 20% or less of the annual number of referrals received by the program, and ensure that all clients on the wait list have ongoing access to levels of service while waiting.



**2018 Program Details**

**Social Services - Children's  
Services**

**Performance Data (continued):**

**Consultation & Provider Education Workshops**

	<b>2017 Target</b>	<b>2017 Estimated Actuals</b>	<b>2018 Target</b>
Consultation	450	680	500
Goals Met at Discharge	90%	90%	90%
% of consultation surveys with a level of satisfaction	100%	98%	100%
# of Workshops	45	62	65
# of Participants	900	2,200	2,400
% of workshop surveys received indicating satisfaction	100%	98%	100%
# of child care sites served		204	220
# of child care visits		1,148	1,300

Note: Throughout 2017 staff have been providing more consultation to licensed child care programs and fewer home consultations as per Ministry guidelines. New measures added to reflect services to licensed child care.



**PROGRAM 6  
BEHAVIOUR MANAGEMENT SERVICES**



**2018 Program Detail**

**Social Services -  
Children's Services**

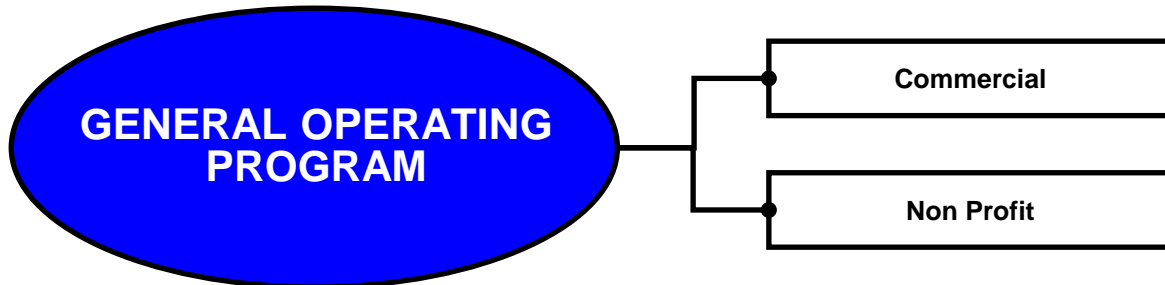
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,679	1,786	1,942	-	1,942
Personnel Related	24	23	23	-	23
Communications	15	14	14	-	14
Supplies	4	4	4	-	4
Materials & Services	-	-	-	-	-
Professional Services	9	9	8	-	8
<b>Operating Expenses Subtotal</b>	<b>1,731</b>	<b>1,836</b>	<b>1,991</b>	<b>-</b>	<b>1,991</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Children Services Charge	10	10	10	-	10
Recovery - Children Services	(10)	(10)	(10)	-	(10)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Gross Operating Expenses</b>	<b>1,731</b>	<b>1,836</b>	<b>1,991</b>	<b>-</b>	<b>1,991</b>
<b>Tangible Capital Assets</b>					
Replacement	1	1	1	-	1
<b>Total Tangible Capital Assets</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>1</b>
<b>Total Expenses</b>	<b>1,732</b>	<b>1,837</b>	<b>1,992</b>	<b>-</b>	<b>1,992</b>
<b>Revenues</b>					
Provincial Subsidy	(1,264)	(1,265)	(1,264)	(113)	(1,377)
Fees & Service Charges	(119)	(118)	(118)	-	(118)
<b>Total Revenues</b>	<b>(1,383)</b>	<b>(1,383)</b>	<b>(1,382)</b>	<b>(113)</b>	<b>(1,495)</b>
<b>Net Program Expenses</b>	<b>349</b>	<b>454</b>	<b>610</b>	<b>(113)</b>	<b>497</b>

# PROGRAM 7 GENERAL OPERATING PROGRAM SUBSIDY



## 2018 Program Detail

## Social Services - Children's Services



Durham has developed a policy for the equitable distribution of Provincial subsidy and property tax funding to child care operators, following the priorities and principles provided by the Ministry. Durham's policy was developed after consulting the child care community and was approved by Regional Council in the fall of 2014. Both non-profit and commercial licensed child care operators are eligible for this funding, as well as Home Child Care Agencies and their contracted home providers.

### Purpose:

- ◆ The purpose of the General Operating Program is to support the costs of operating licensed child care programs in order to reduce wait times and fees for services, stabilize service levels, and where funds allow, improve access to high quality affordable early learning and child care services for children and their families.

### Description of Program Activities:

- ◆ This program is funded by the Ministry of Education and the property tax base. Requirements are set out in the Ministry of Education Funding Guidelines.
- ◆ Collect data from the operators to determine the annual allocation of funding.
- ◆ Maintain present Service Agreements to flow funds on a quarterly basis.
- ◆ Analyze annual operating budgets and offer follow up as appropriate.
- ◆ Monitor spending / service data on a quarterly and year-end basis.
- ◆ Identify gaps in service or funding and work with the community to alleviate pressures.
- ◆ Manage an internal review process to deal with complaints by parents, service providers or staff.
- ◆ Collect, analyze and roll up statistics to the Ministry of Education under three streams (Commercial / Non Profit and Directly Operated programs).

### Description of Program Resources:

- ◆ Staff positions are included in Core Administration (Program 8).

# PROGRAM 7 GENERAL OPERATING PROGRAM SUBSIDY



## 2018 Program Detail

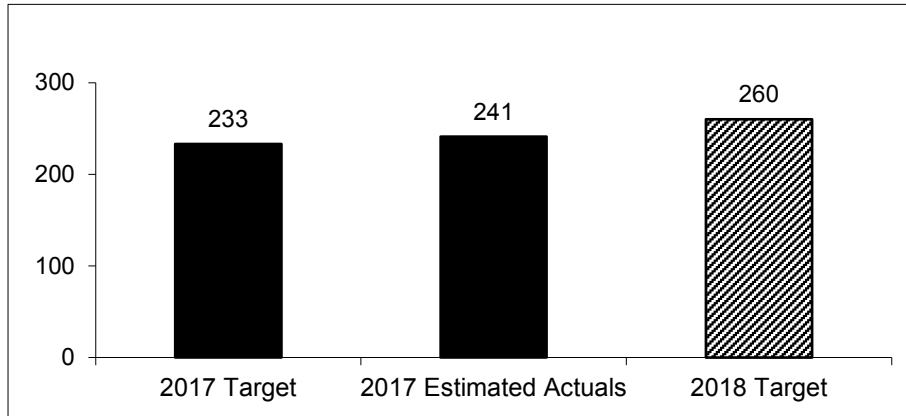
## Social Services - Children's Services

### Performance Measurements:

- ◆ Number of licensed child care programs receiving funding.
- ◆ Number of contracts for licensed child care programs receiving funding.
- ◆ Number of FTE's supported with operating funding.
- ◆ Total licensed capacity of all programs supported (cumulative).

### Performance Data:

#### Number of Licensed Child Care Programs Receiving Funding



**PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY**

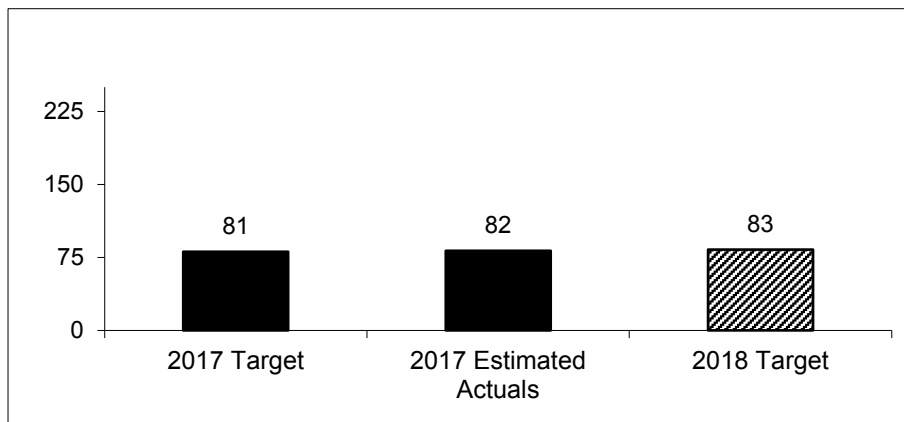


**2018 Program Detail**

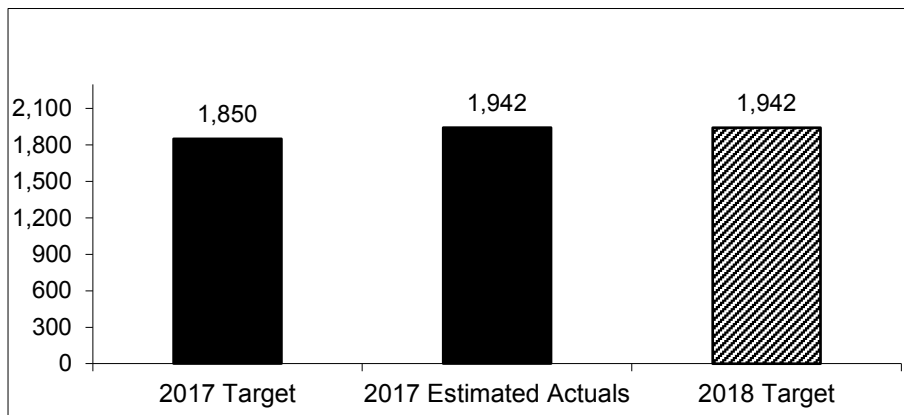
**Social Services -  
Children's Services**

**Performance Data (continued):**

**Number of Contracts for Licensed Child Care Programs Receiving Funding**



**Number of Full Time Equivalent Staff Supported with Operating Funding**



**PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY**

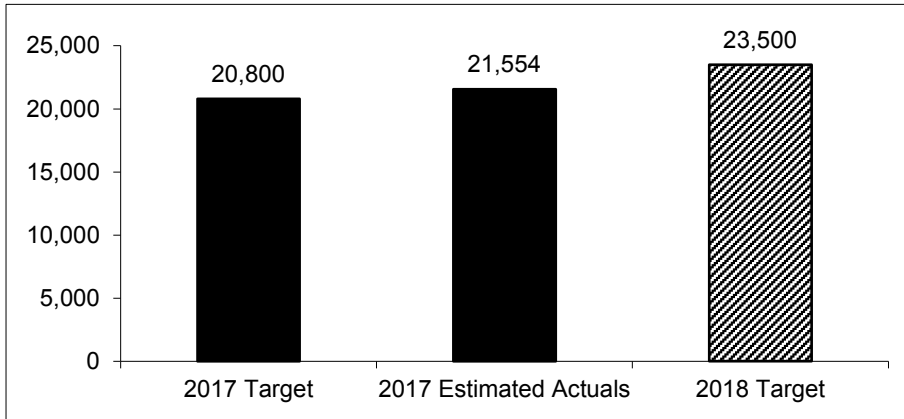


**2018 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Total Licensed Capacity (spaces) of all Programs Supported (Cumulative)**



**PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY**



**2018 Program Detail**

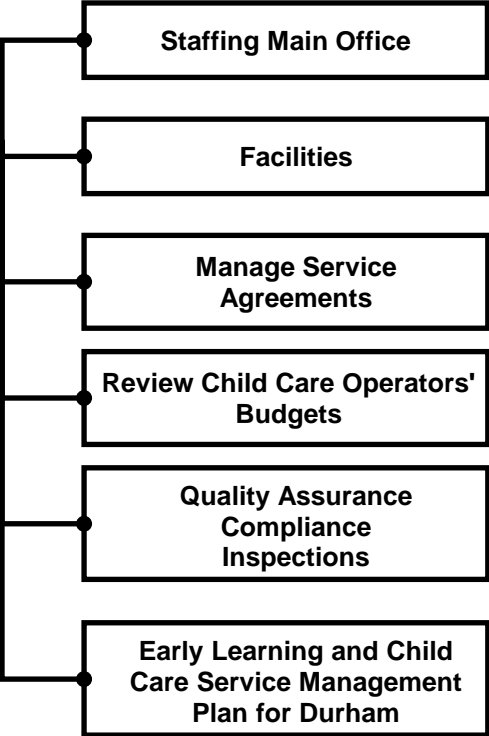
**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contracted Services	7,945	7,945	7,945	909	8,854
<b>Operating Expenses Subtotal</b>	<b>7,945</b>	<b>7,945</b>	<b>7,945</b>	<b>909</b>	<b>8,854</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Children Services Charge	332	332	332	100	432
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>332</b>	<b>332</b>	<b>332</b>	<b>100</b>	<b>432</b>
<b>Total Expenses</b>	<b>8,277</b>	<b>8,277</b>	<b>8,277</b>	<b>1,009</b>	<b>9,286</b>
<b>Revenues</b>					
Provincial Subsidy	(7,201)	(7,201)	(7,201)	(1,009)	(8,210)
<b>Total Revenues</b>	<b>(7,201)</b>	<b>(7,201)</b>	<b>(7,201)</b>	<b>(1,009)</b>	<b>(8,210)</b>
<b>Net Program Expenses</b>	<b>1,076</b>	<b>1,076</b>	<b>1,076</b>	<b>-</b>	<b>1,076</b>



**2018 Program Detail**

**Social Services -  
Children's Services**



**Purpose:**

- ◆ As the Consolidated Municipal Service Manager (CMSM) for Child Care, the principle role of the Children's Services Division is to manage: Child Care Fee Subsidy; the implementation of the Provincial Early Learning Program; General Operating funds for eligible child care operators; Special Needs Resourcing funding and programs including Durham Behaviour Management Services; directly operate 7 licensed child care programs; distribute Small Water Works funding to eligible child care operators; approve and distribute funding to child care operators for Health and Safety and Retrofit Minor Capital projects; and provide support to the families, child care operators and community partners by creating and implementing Durham's Child Care Service Management Plan.

**Description of Program Activities:**

- ◆ Administer the Child Care Fee Subsidy System for Durham.
- ◆ Administer approximately 258 site contracts and related funding in the Purchase of Service Child Care Fee Subsidy System.
- ◆ Training for operators on budget management and identification of any alternative funding sources available.
- ◆ Monitor and evaluate program budget expenditures.
- ◆ Administer General Operating service agreements and related funding (Child Care programs and Special Needs Resourcing).
- ◆ Administer 4 Special Needs Resourcing service agreements and related funding flow with: Resources For Exceptional Children and Youth; Grandview Children's Centre - Preschool Outreach Program; The Surrey Place Centre; and Durham Behaviour Management Services.



**2018 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Activities (continued):**

- ◆ Manage appeal process for clients regarding subsidy eligibility.
- ◆ Ensure analysis and roll-up of statistics for all program areas are submitted to the Ministry.
- ◆ Implement and maintain Durham's Early Learning and Child Care Service Management Plan as part of the Ministry's budget for Durham, including Ontario's Renewed EYCC Policy Framework, 2017.
- ◆ Evaluation of the Child Care system as incorporated in Durham's Service Plan.
- ◆ Monitor waiting list and strive to reduce it by maximizing use of various funding sources for spaces.
- ◆ Provide child care information to all Durham Region residents; and provide referrals to other community services and agencies.
- ◆ Manage programs using the Ontario Child Care Management System (OCCMS). The computerized data management system is serving more than 4,400 children annually for child care placements.
  
- ◆ Represent the Region with regard to Emergency Measures in child care settings.
- ◆ Supervise both directly and indirectly, the various staff necessary to maintain the Division.
- ◆ Annually review all services managed, incorporating Durham's Early Learning and Child Care Service Management Plan priorities to accommodate the needs of our community and legislation; continue ongoing development of strong fiscal policies; continually increasing operating efficiencies and work cooperatively with internal and external contacts to improve the public's awareness of the service provided.
- ◆ Participate in Provincial child care related professional committees (e.g. OMSSA, MBNCanada).
- ◆ Assess overpayments on client files and assist the Finance Department in the collection of this revenue.
  
- ◆ Maintain a listing of all Licensed Child Care centres/agencies and Child and Family Centres in the Region for the Geographical Information System (GIS) and planning purposes.
- ◆ Establish coordinated community planning processes involving the six School Boards, Early Years Operators and the Region of Durham Health Department programs serving children and families.
- ◆ Manage any available Health & Safety funding and Retrofit Minor Capital funding.
- ◆ Implement the Data Analysis Program which includes the Early Development Instrument (EDI) and when required the Kindergarten Parent Survey (KPS), by working in partnership with the Ministry of Education, Offord Centre for Child Studies, school boards in Durham Region and community service partners.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 37.91      New Position: 1.00 Secretary
- ◆ 2017 Full Time Staff = 36.91      (Restated)

**Performance Measurements:**

- ◆ Number of Information Guides printed and distributed annually.
- ◆ Number of Public Displays.



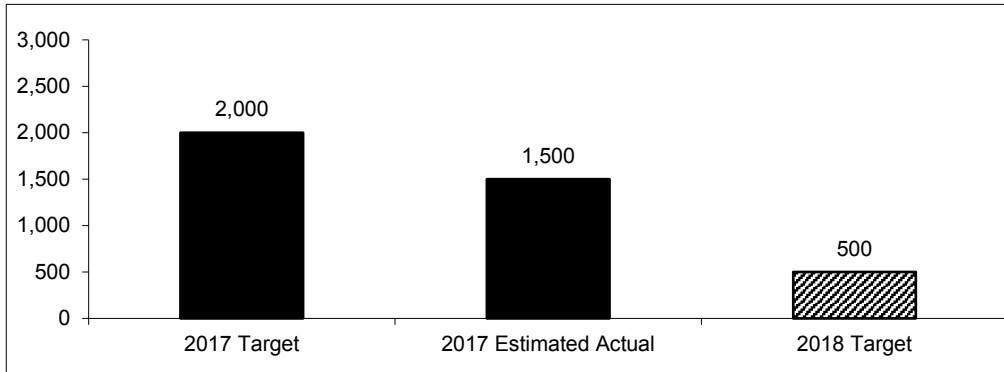


**2018 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**

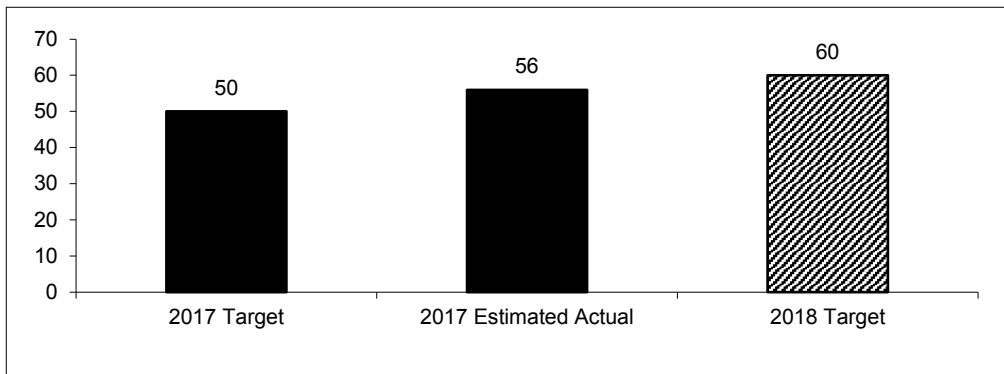
**Number of Information Guides Printed and Distributed Annually**



**Note:**

Many clients access this information on the web, however agencies and some families prefer a hard copy. For 2018, looking to create a brochure format to assist families.

**Number of Public Displays**



**Note:**

Staff participate at many community events to promote the positive image of the Region and provide information about services available.

**PROGRAM 8  
CORE ADMINISTRATION**



**2018 Program Detail**

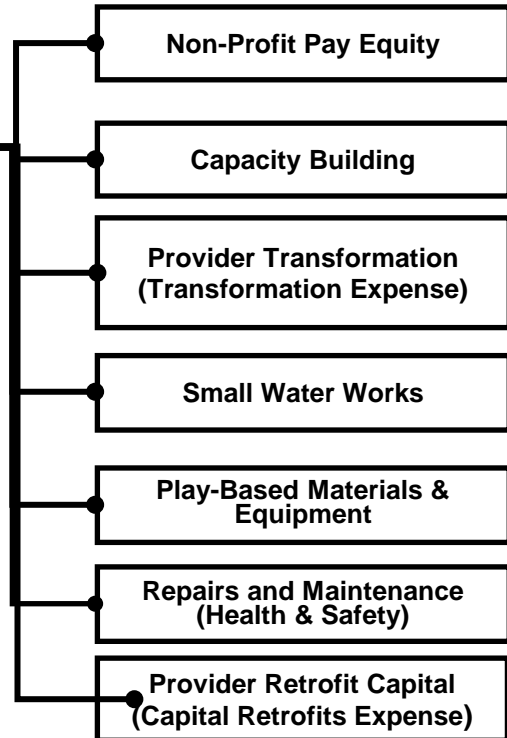
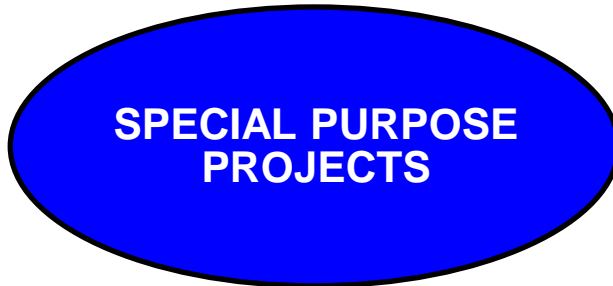
**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	4,176	4,167	4,340	(208)	4,132
Personnel Related	53	53	53	-	53
Communications	81	86	86	-	86
Supplies	33	33	33	-	33
Food	8	5	5	-	5
Computer Maintenance & Operations	26	22	22	-	22
Materials & Services	20	19	18	-	18
Equipment Maintenance & Repairs	15	15	15	-	15
Professional Services	19	40	39	(10)	29
<b>Operating Expenses Subtotal</b>	<b>4,431</b>	<b>4,440</b>	<b>4,611</b>	<b>(218)</b>	<b>4,393</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children Services	-	-	-	(66)	(66)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(66)</b>	<b>(66)</b>
<b>Gross Operating Expenses</b>	<b>4,431</b>	<b>4,440</b>	<b>4,611</b>	<b>(284)</b>	<b>4,327</b>
<b>Tangible Capital Assets</b>					
New	43	43	-	30	30
Replacement	45	45	27	-	27
<b>Total Tangible Capital Assets</b>	<b>88</b>	<b>88</b>	<b>27</b>	<b>30</b>	<b>57</b>
<b>Total Expenses</b>	<b>4,519</b>	<b>4,528</b>	<b>4,638</b>	<b>(254)</b>	<b>4,384</b>
<b>Revenues</b>					
Provincial Subsidy	(2,313)	(2,313)	(2,313)	-	(2,313)
<b>Total Revenues</b>	<b>(2,313)</b>	<b>(2,313)</b>	<b>(2,313)</b>	<b>-</b>	<b>(2,313)</b>
<b>Net Program Expenses</b>	<b>2,206</b>	<b>2,215</b>	<b>2,325</b>	<b>(254)</b>	<b>2,071</b>



2018 Program Detail

Social Services -  
Children's Services



Purpose:

- ◆ **Non-Profit Pay Equity:** Since 2004, the Province, using the Region as the conduit, flowed additional Pay Equity funding to those programs already having a Pay Equity Plan. This is 100 per cent Provincial funding.
- ◆ **Capacity Building:** This category is intended to support professional development opportunities that build the capacity of licensed child care operators; supervisors; program staff / caregivers; home visitors; home child care providers and non-profit volunteer board members to support the provision of high quality programs for children aged 0 - 12.
- ◆ **Provider Transformation (Transformation Expense):** This category is intended to cover one-time costs for non-profit licensees, that are involved in business transformation activities and/or require business transformation supports, including: the amalgamation of two or more centres into a school or community setting; the relocation of a centre into a school or into the community or the retro-fitting of an existing child care centre to serve younger age groups.
- ◆ **Small Water Works (SWW):** This funding supports costs related to small water systems for licensed child care centres that have historically received an allocation from the Ministry. Funding is used to cover regular ongoing water testing and maintenance expenses.
- ◆ **Play-Based Material & Equipment:** This category is intended to help licensees create enriching environments with open ended materials that promote children's learning and development through exploration, play and inquiry, consistent with the principles of *How Does Learning Happen? Ontario's Pedagogy for the Early Years*. The funding may be used to purchase non-consumable supplies / equipment that supports the regular operation of the child care program.
- ◆ **Repairs and Maintenance (Health & Safety):** Child care operators are required to comply with the Ministry's licensing requirements under the Child Care and Early Years Act (CCEYA) as well as health and safety practices, the upkeep of equipment, property repairs and maintenance. This funding is to be used to help operators that are not in compliance with licensing requirements or may be at risk of not being in compliance with licensing requirements under the Act.
- ◆ **Provider Retrofit Capital (Capital Retrofits Expense):** This minor retrofit capital funding is to be used to support the reconfiguration of existing child care spaces, to serve younger aged children. This funding is only available to non-profit child care operators. It may not be used to fund new capital facilities for system growth.



## 2018 Program Detail

## Social Services - Children's Services

### Description of Program Activities:

- ◆ **Non-Profit Pay Equity:** Staff manage service agreements with the operator to flow through funding as approved by the Ministry of Education. Staff report on the number of programs that receive Pay Equity funding. (This is separate from the Wage Enhancement Program Funding).
- ◆ **Capacity Building** The Division manages this funding and organizes free education and training events for the early learning and child care community and provides a Professional Resource Library.
- ◆ **Provider Transformation (Transformation Expense):** Staff assess and approve eligible applications from child care providers related to this type of funding, based on the Ministry guidelines.
- ◆ **Small Water Works:** Staff manage service agreements with approved operators to flow through funding as approved by the Ministry of Education. Staff report on the number of programs that receive this funding.
- ◆ **Play-Based Materials & Equipment:** Staff review providers applications for this type of funding and if appropriate approve and flow through the funding following the Ministry guidelines.
- ◆ **Repairs and Maintenance (Health & Safety):** Staff review providers applications for this type of funding and if appropriate, approve and flow through the funding following the Ministry guidelines.
- ◆ **Capital Retrofits Expense (Provider Retrofit Capital):** Staff review provider applications for this type of funding and if appropriate approve and flow through the funding following the Ministry guidelines.

### Description of Program Resources:

- ◆ Position is included in Core Administration (Program 8).

### Performance Measurements:

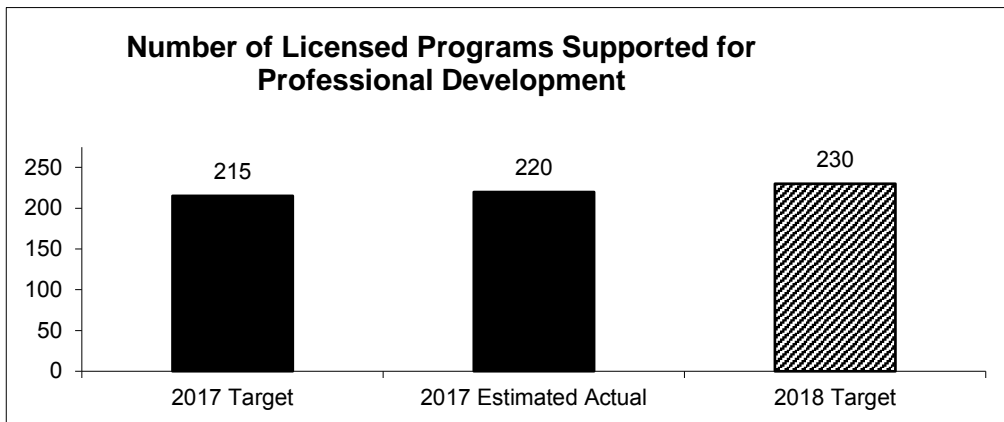
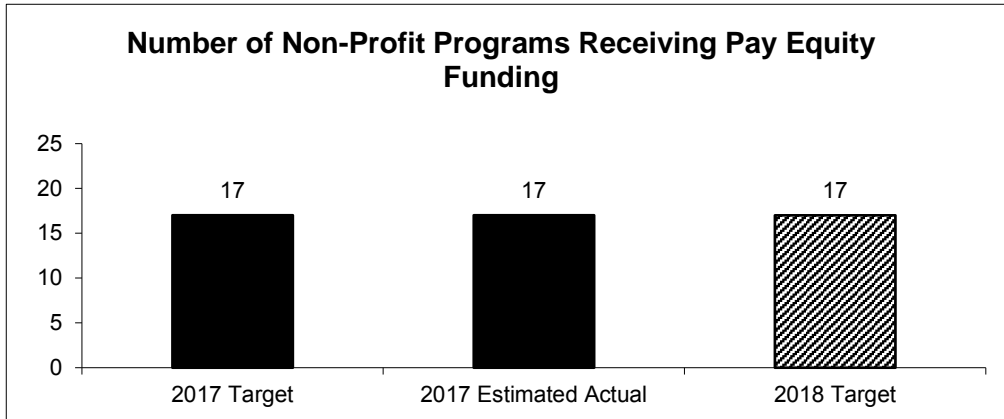
- ◆ Number of non-profit programs receiving Pay Equity funding.
- ◆ Number of licensed programs supported for Professional Development.
- ◆ Number of licensed child care programs funded for transformation and number of spaces supported in licensed child care programs funded for transformation.
- ◆ Number of programs receiving funding to support small water works activities.
- ◆ Number of programs receiving material and equipment funding to enrich learning environments for children.
- ◆ Number of licensed programs funded for repairs and maintenance.



**2018 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**

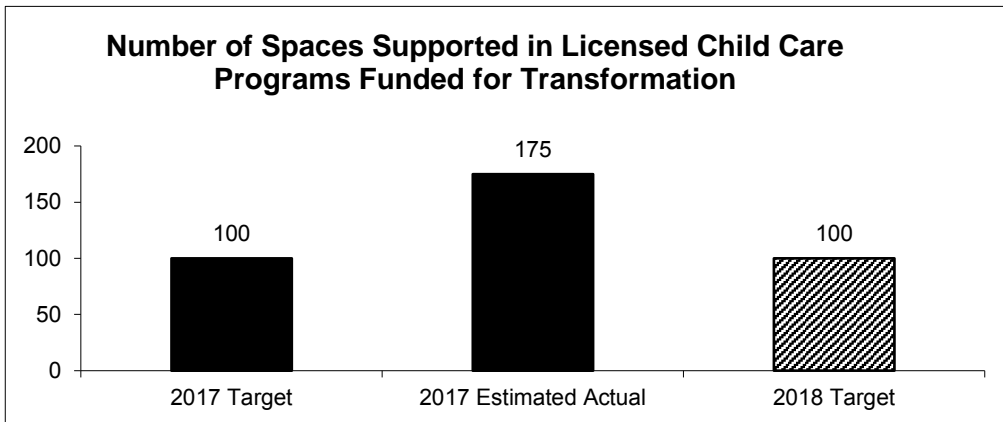
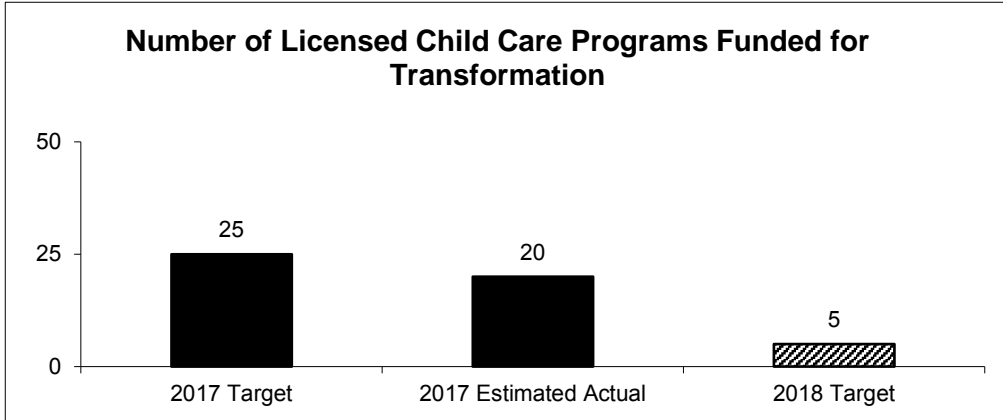




**2018 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**



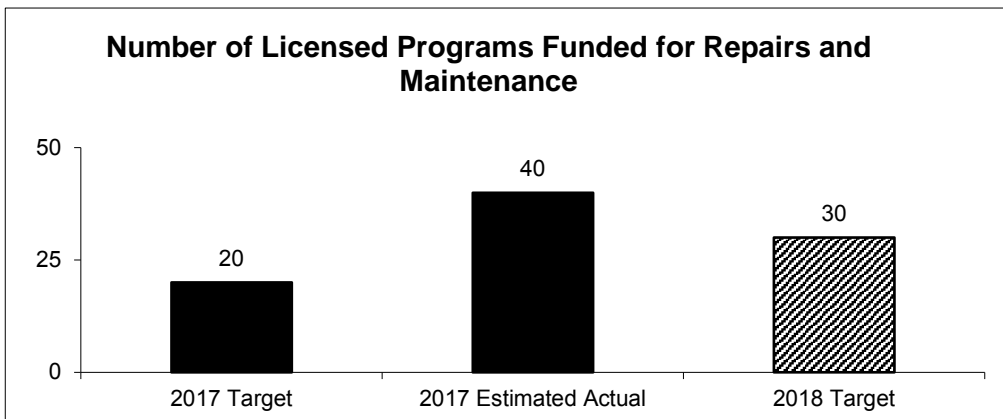
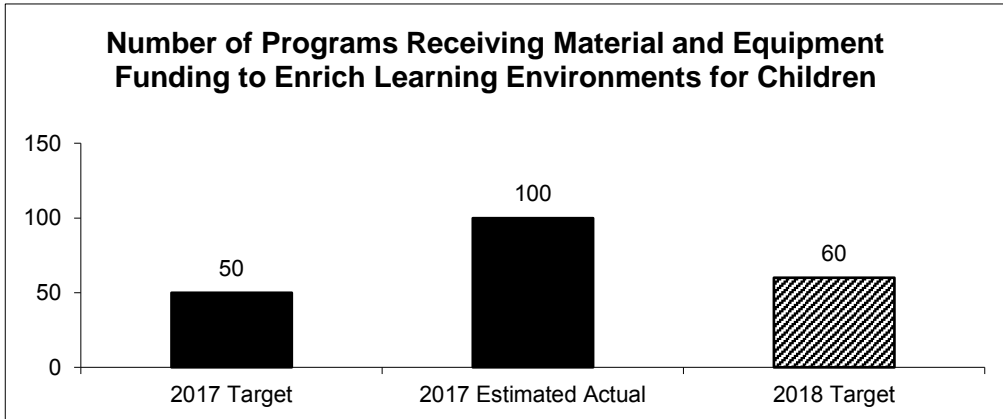
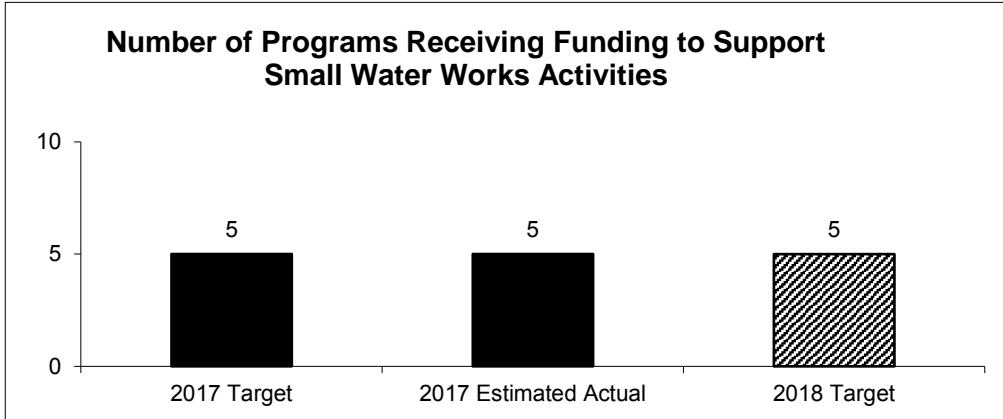
Note: Staff anticipate that Transformation funding in 2018 will be used to increase the Licensed Home Child Care sector to expand the number of spaces. .



2018 Program Detail

Social Services -  
Children's Services

Performance Data (continued):



**PROGRAM 9  
SPECIAL PURPOSE - PROJECTS**



**2018 Program Detail**

**Social Services -  
Children's Services**

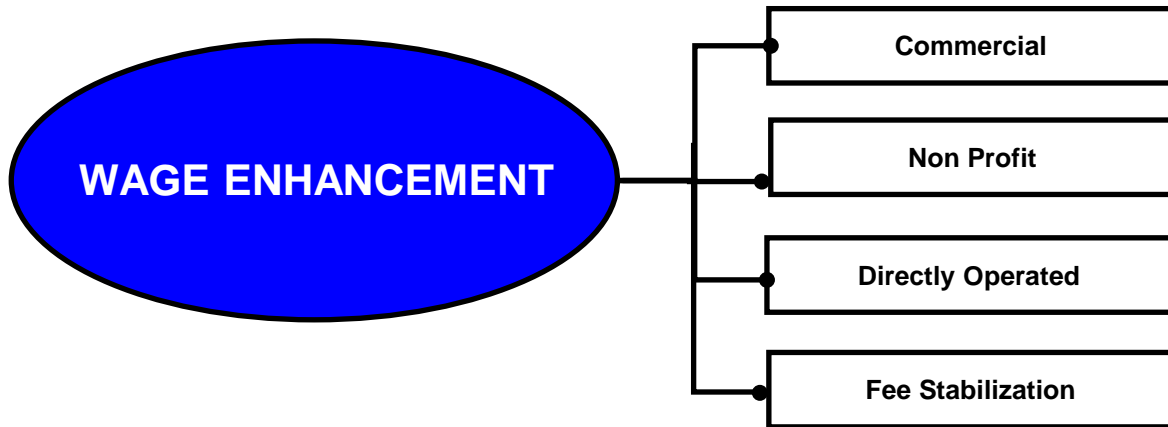
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Communications	4	-	-	-	-
Food	15	-	-	-	-
Materials & Services	17	-	-	-	-
Contracted Services	1,020	1,056	1,056	(265)	791
<b>Total Expenses</b>	<b>1,056</b>	<b>1,056</b>	<b>1,056</b>	<b>(265)</b>	<b>791</b>
<b>Revenues</b>					
Provincial Subsidy	(1,056)	(1,056)	(1,056)	265	(791)
<b>Total Revenues</b>	<b>(1,056)</b>	<b>(1,056)</b>	<b>(1,056)</b>	<b>265</b>	<b>(791)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





**2018 Program Detail**

**Social Services -  
Children's Services**



Effective January 1, 2015 the Province introduced the wage enhancement initiative as a means to support quality in the licensed child care sector, including licensed Private Home Day Care Agencies. Separately, the Province introduced Fee Stabilization funding as it was understood that the minimum wage increase of \$14 per hour effective January 2018 will have a financial impact on licensed programs that require additional funding to meet their minimum wage requirements.

**Purpose:**

- ◆ The purpose of the Wage Enhancement funding is to close the wage gap between Registered Early Child Care Educators (RECE's) working in School Boards and those in licensed child care; further to help stabilize child care operators by supporting their ability to retain RECE's and other program staff, including Home Visitors and Home Providers; and to reduce poverty by supporting greater employment and income security for families by having access to licensed child care programs.
- ◆ The Ministry of Education recognizes that increased operating costs for licensed child care operators may lead to increased parental fees; therefore as the province increasing the minimum wage to \$14 per hour effective January 2018; they are providing CMSM's with funding for licensed programs that require additional funding to meet their minimum wage requirements. The Ministry is also providing CMSM's with Administration funding to cover costs of implementing this additional funding support to the sector.



**2018 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Activities:**

- ◆ CMSM's are required to create a wage enhancement application template for licensed child care operators.
- ◆ CMSM's will review applications and must have a Purchase of Service Agreement with the operator in order to flow the wage enhancement funding.
- ◆ Licensed Child Care Operators and Home Child Care Agencies may complete the application and submit the request for funding based on the Ministry eligibility criteria.
- ◆ Eligible licensed child care RECE's and program staff who support staff to child ratio's would receive \$2/hour wage up to the wage cap increase plus the operator may receive 17.5 per cent for associated benefit costs.
- ◆ Home Child Care visitors would also be eligible for the \$2/hour wage increase up to the wage cap.
- ◆ Contracted Home Child Care Providers would be eligible for up to \$20/day.
- ◆ The operators must ensure that these funds are only used to increase staff wages and unspent monies are to be returned to the CMSM at year end. Operators must re-apply annually for funding.
- ◆ Children's Services must ensure operators comply with the directive and must develop a reconciliation and audit process.
- ◆ The staff wage is capped at \$26.68/hour for 2018.
- ◆ Provide Stabilization funding to eligible licensed child care operators to meet their legal wage obligations.
- ◆ Staff will collect, analyze and roll up statistics to the Ministry of Education.

**Description of Program Resources:**

- ◆ Administration subsidy and expenses will be shown under Special Purpose Administration.
- ◆ 2018 Full Time Staff = 3.50  
2017 Full Time Staff = 3.50

**Performance Measurements:**

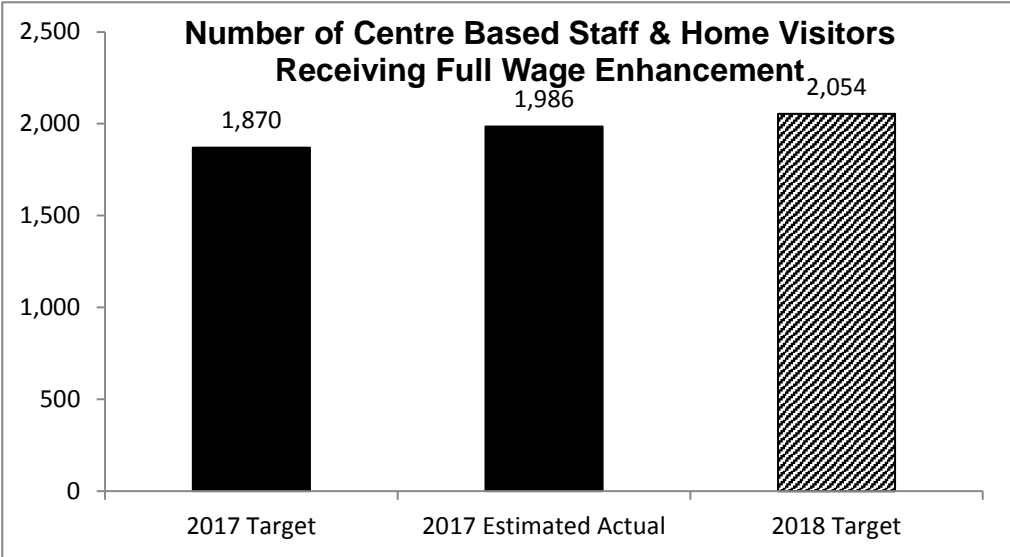
- ◆ Number of Centre Based Staff & Home Visitors receiving full wage enhancement
- ◆ Number of Contracted Home Providers receiving full wage enhancement



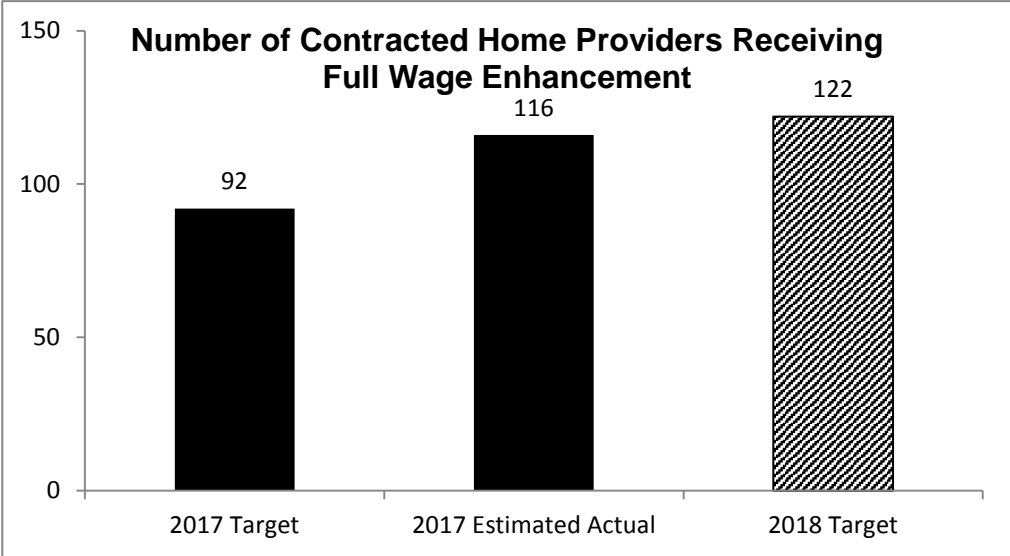
**2018 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**



**Performance Data (continued):**



**PROGRAM 10  
WAGE ENHANCEMENT**



**2018 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	243	355	460	(82)	378
Personnel Related	12	12	12	-	12
Communications	5	5	5	-	5
Supplies	5	5	5	-	5
Materials & Services	35	35	35	(23)	12
Contracted Services	9,022	9,497	9,497	1,429	10,926
<b>Operating Expenses Subtotal</b>	<b>9,322</b>	<b>9,909</b>	<b>10,014</b>	<b>1,324</b>	<b>11,338</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Children Services Charge	-	-	-	66	66
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66</b>	<b>66</b>
<b>Total Expenses</b>	<b>9,322</b>	<b>9,909</b>	<b>10,014</b>	<b>1,390</b>	<b>11,404</b>
<b>Revenues</b>					
Provincial Subsidy	(9,322)	(9,909)	(9,909)	(836)	(10,745)
Provincial Contribution-One Time	-	-	-	(659)	(659)
<b>Total Revenues</b>	<b>(9,322)</b>	<b>(9,909)</b>	<b>(9,909)</b>	<b>(1,495)</b>	<b>(11,404)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>105</b>	<b>(105)</b>	<b>-</b>

**PROGRAM 10  
WAGE ENHANCEMENT**



**2018 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Gross Operating Expenses</b>					
General	412	412	516	554	1,070
Wage Enhancement-Non Profit	4,885	4,502	4,502	396	4,898
Wage Enhancement-Commercial	4,025	4,995	4,996	440	5,436
<b>Gross Operating Expenses</b>	<b>9,322</b>	<b>9,909</b>	<b>10,014</b>	<b>1,390</b>	<b>11,404</b>
<b>Revenues</b>					
General	(412)	(412)	(411)	(659)	(1,070)
Wage Enhancement-Non Profit	(4,885)	(4,502)	(4,502)	(396)	(4,898)
Wage Enhancement-Commercial	(4,025)	(4,995)	(4,996)	(440)	(5,436)
<b>Total Revenues</b>	<b>(9,322)</b>	<b>(9,909)</b>	<b>(9,909)</b>	<b>(1,495)</b>	<b>(11,404)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>105</b>	<b>(105)</b>	<b>-</b>



## 2018 Program Detail

## Social Services - Children's Services

### Purpose:

#### EarlyON Child and Family Centres:

- ◆ Beginning January 1, 2018, Children's Services will be responsible for managing and providing Provincial funding to early years programs. Currently, Durham has two service providers managing EarlyON Child and Family Centres who will remain in place during the 2018 transition year. January 1, 2017, the Ministry of Education provided one-time funding to support the transition planning processes. In 2018, these programs will be renamed: EarlyON Child and Family Centres. These programs are 100% Provincially funded.

#### Data Analysis Coordinator:

- ◆ To support Early Years research, evaluation and information needs at the community, Regional and Provincial level.
- ◆ To implement the Early Development Index (EDI) and Kindergarten Parent Survey (KPS) as required by the Ministry.
- ◆ To collect, analyze and report on information relevant to the community and/or Early Years sector.

#### Early Learning Planning:

- ◆ The Early Years Community Development funding is intended to support the work of Durham's Best Start Network. The Network meets on a quarterly basis to share information and to work on collaborative activities to support children and their families in Durham Region. Some of the funding is designated to support activities for Aboriginal children.

### Description of Program Activities:

#### EarlyON Child and Family Centres:

- ◆ Conduct assessments to determine community needs, identify prospective service locations, service providers and program offerings.
- ◆ Develop local service system plans for child and family centres. Meet core services as outlined by the Ministry of Education guidelines.
- ◆ Implement purchase of service agreements with the two current providers to continue to provide the EarlyON Child and Family Centre services.

#### Data Analysis Coordinator:

- ◆ Develop and maintain an Early Years inventory validation process to assist with community planning.
- ◆ Create a Casebook of Knowledge Mobilization and Exchange activities.
- ◆ Participate in Durham's Best Start Network (BSN) and relevant sub-committees providing regular updates to the community regarding pertinent information.

#### Early Learning Planning:

- ◆ Conduct and facilitate Best Start Network meetings with child care community participants to develop required plans. Circulate and distribute minutes and handouts.
- ◆ Develop and implement an Aboriginal Service Plan based on the identified funding levels from the Ministry.



**2018 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Resources:**

**EarlyON Child and Family Centres:**

- ◆ In 2017 a Transition Plan was submitted to the Ministry of Education. Ongoing consultation with the community will continue in 2018 to inform the program development.
- ◆ Durham's allocation for 2018 is \$4,474,200 which includes funding the EarlyON Child and Family Centre Programs, Best Start Network, Indigenous planning and the Data Analysis Coordinator.
- ◆ 2018 Full Time Staff = 3.50                      New Position: 1.00 Data Analysis Coordinator  
     2017 Full Time Staff = 0.50                      Position Transfer: 1.00 Data Analysis Coordinator from Data Analysis Research and 1.00 Family Support Worker from Social Assistance

**Data Analysis Research:**

- ◆ 2018 Full Time Staff = 0.00                      Position Transfer: 1.00 Data Analysis Coordinator to EarlyON Child and Family Centres.  
     2017 Full Time Staff = 1.00

**Performance Measurements:**

**EarlyON Child and Family Centres:**

- ◆ In 2018, performance measures will be developed for the EarlyON Child and Family Centres program based on further guidelines provided by the Ministry of Education.

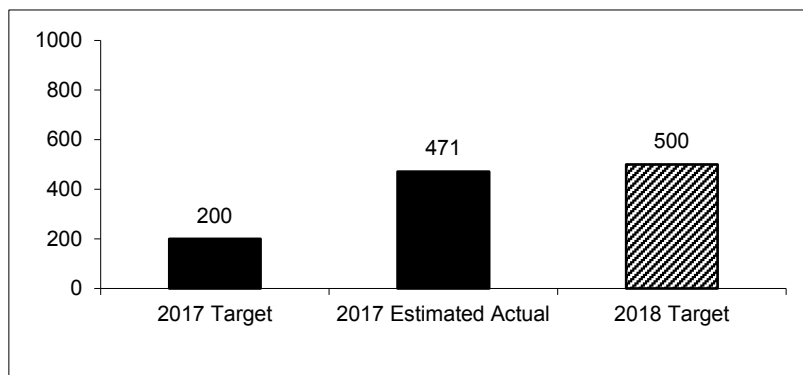
**Data Analysis Research:**

- ◆ Number of Professionals Attending Training Sessions.

**Performance Data:**

**Data Analysis Research:**

**Number of Professionals Attending Training Sessions**



Note: Target for 2017 is lower, as the Early Development Index will not be administered in 2017.

**PROGRAM 11  
CHILD AND FAMILY SUPPORTS**



**2018 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	166	175	180	174	354
Personnel Related	10	10	10	(10)	-
Communications	33	28	28	32	60
Supplies	45	45	45	(25)	20
Food	18	16	16	2	18
Materials & Services	26	24	24	12	36
Professional Services	71	79	33	(32)	1
Contracted Services	2	-	-	3,979	3,979
<b>Gross Operating Expenses</b>	<b>371</b>	<b>377</b>	<b>336</b>	<b>4,132</b>	<b>4,468</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	6	6
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>6</b>
<b>Total Expenses</b>	<b>371</b>	<b>377</b>	<b>336</b>	<b>4,138</b>	<b>4,474</b>
<b>Revenues</b>					
Provincial Subsidy	(188)	(188)	(188)	(4,286)	(4,474)
Provincial Contribution-One Time	(176)	(176)	(132)	132	-
<b>Total Revenues</b>	<b>(364)</b>	<b>(364)</b>	<b>(320)</b>	<b>(4,154)</b>	<b>(4,474)</b>
<b>Net Program Expenses</b>	<b>7</b>	<b>13</b>	<b>16</b>	<b>(16)</b>	<b>-</b>



**PROGRAM 11  
CHILD AND FAMILY SUPPORTS**



**2018 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

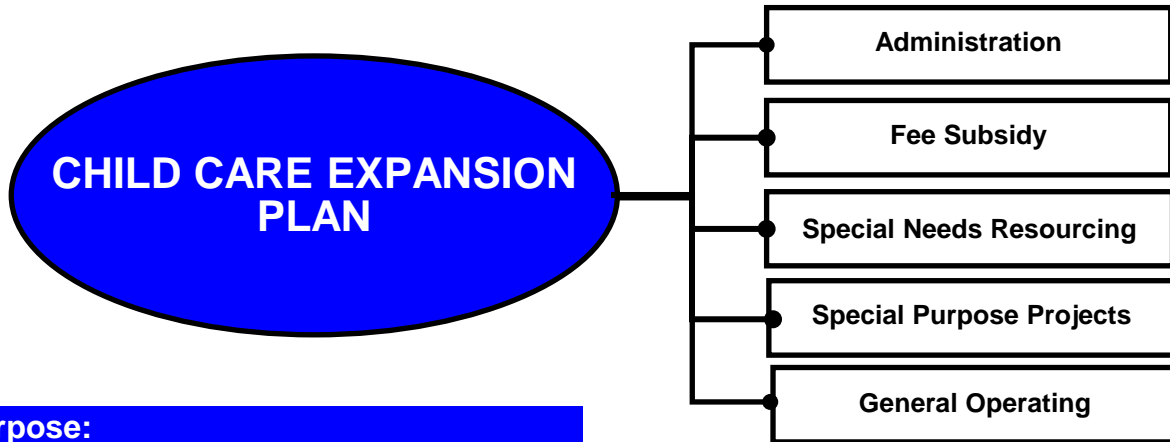
**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Gross Operating Expenses</b>					
General	176	176	132	437	569
EarlyOn Service Contracts	-	-	-	3,750	3,750
Early Childhood Planning	78	78	78	-	78
Data Analysis Research	117	123	126	(126)	-
Health & Safety	-	-	-	11	11
Capacity Building	-	-	-	50	50
Play - Based	-	-	-	10	10
<b>Gross Operating Expenses</b>	<b>371</b>	<b>377</b>	<b>336</b>	<b>4,132</b>	<b>4,468</b>
<b>Revenues</b>					
General	(176)	(176)	(132)	(443)	(575)
EarlyOn Service Contracts	-	-	-	(3,750)	(3,750)
Early Childhood Planning	(78)	(78)	(78)	-	(78)
Data Analysis Research	(110)	(110)	(110)	110	-
Health & Safety	-	-	-	(11)	(11)
Capacity Building	-	-	-	(50)	(50)
Play - Based	-	-	-	(10)	(10)
<b>Total Revenues</b>	<b>(364)</b>	<b>(364)</b>	<b>(320)</b>	<b>(4,154)</b>	<b>(4,474)</b>
<b>Tangible Capital Assets</b>					
General	-	-	-	6	6
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>6</b>
<b>Net Program Expenses</b>	<b>7</b>	<b>13</b>	<b>16</b>	<b>(16)</b>	<b>-</b>



**2018 Program Detail**

**Social Services -  
Children's Services**



**Purpose:**

- ◆ This is a new funding program beginning in 2017 as part of the Provincial initiative to create 100,000 child care spaces over the next five years.
- ◆ The funding is to support children 0 - 3.8 years of age, with additional fee subsidies; and/or increased access to licensed child care. If CMSM's are unable to meet these priorities the funding may be used to reduce licensed child care fees.
- ◆ 10% of this funding may be used for Administration expenses; 4.1 % of the funding is to be used to support Special Needs Resourcing; and the Province has identified an amount for Capacity Building.
- ◆ For 2017 the province assigned a target of 670 child care spaces.

**Description of Program Activities:**

- ◆ Provide fee subsidies for children under 3.8 years of age.
- ◆ Provide General Operating funding for operators serving children 3.8 years of age and under.
- ◆ Provide Special Needs Resourcing funding to the four approved SNR funded agencies to support children with special needs within licensed child care programs.
- ◆ Provide one time funding supports for operators serving children 3.8 years and under.
- ◆ Collect data and report to Ministry of Education.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 5.33      New Position: 2.00 Training Specialists and 1.00 Caseworker
- 2017 Full Time Staff = 2.33      (Restated)

**Performance Measurements:**

- ◆ Provincial target of number of children served.

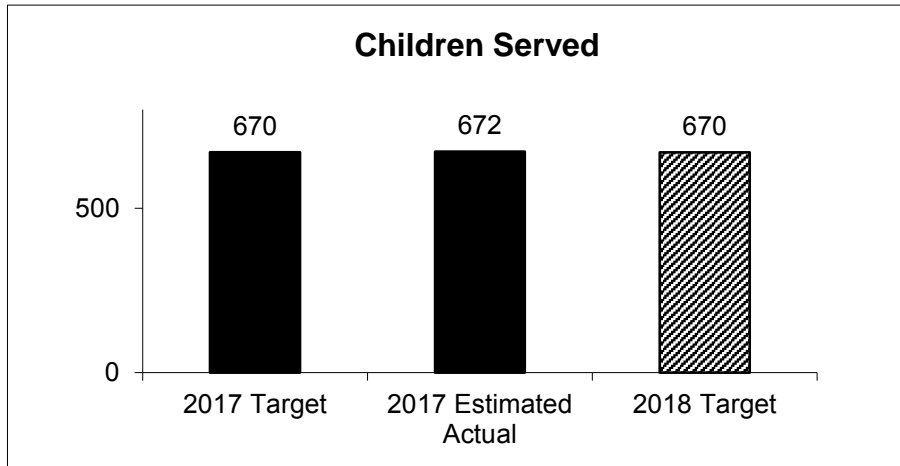


**2018 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**

**Provincial Target of Number of Children Served**



**PROGRAM 12  
CHILD CARE EXPANSION PLAN**



**2018 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	173	168	294	225	519
Personnel Related	-	2	2	3	5
Communications	-	-	-	20	20
Supplies	28	31	31	-	31
Professional Services	-	-	-	39	39
Contracted Services	2,060	4,060	4,060	4,335	8,395
<b>Gross Operating Expenses</b>	<b>2,261</b>	<b>4,261</b>	<b>4,387</b>	<b>4,622</b>	<b>9,009</b>
<b>Tangible Capital Assets</b>					
New	3	3	3	3	6
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>6</b>
<b>Total Expenses</b>	<b>2,264</b>	<b>4,264</b>	<b>4,390</b>	<b>4,625</b>	<b>9,015</b>
<b>Revenues</b>					
Provincial Subsidy	(2,264)	(4,264)	(4,264)	(2,751)	(7,015)
Provincial Contribution-One Time	-	-	-	(2,000)	(2,000)
<b>Total Revenues</b>	<b>(2,264)</b>	<b>(4,264)</b>	<b>(4,264)</b>	<b>(4,751)</b>	<b>(9,015)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>126</b>	<b>(126)</b>	<b>-</b>

**PROGRAM 12  
CHILD CARE EXPANSION PLAN**



**2018 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

**Detailed Cost of Program:**

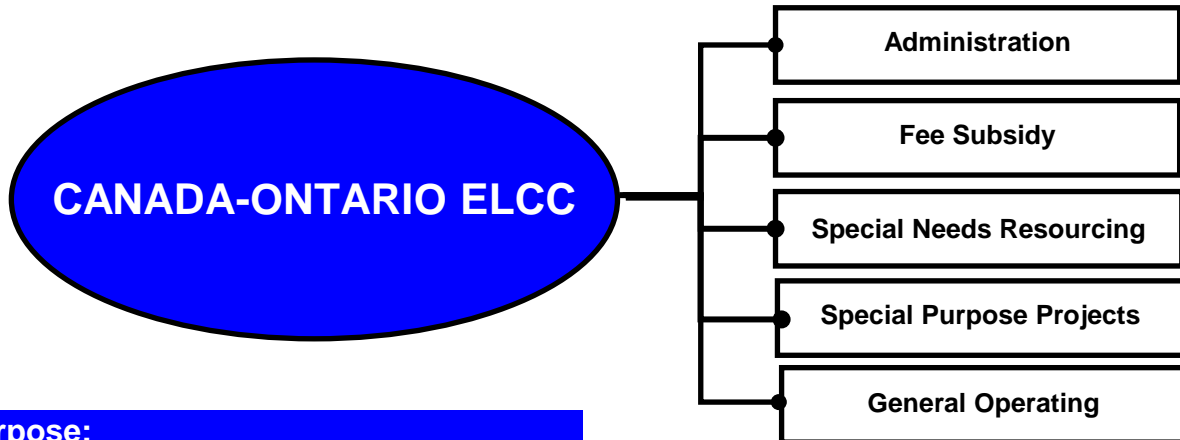
(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Gross Operating Expenses</b>					
General	201	201	327	286	613
CC Expansion Fee Subsidy	390	2,390	2,390	(100)	2,290
ELCC PreSchool SNR Agencies	175	175	175	500	675
GOP Affordability - Commercial	-	-	-	520	520
GOP Affordability - Non Profit	-	-	-	1,480	1,480
Provider Transformation	80	80	80	34	114
Health & Safety	180	180	180	306	486
Capacity Building	35	35	35	35	70
Play - Based	97	97	97	(39)	58
Gen Op Prgm Sub - Commercial	260	260	260	190	450
Gen Op Prgm Sub - NonProfit	843	843	843	1,410	2,253
<b>Gross Operating Expenses</b>	<b>2,261</b>	<b>4,261</b>	<b>4,387</b>	<b>4,622</b>	<b>9,009</b>
<b>Revenues</b>					
General	(204)	(204)	(204)	(415)	(619)
CC Expansion Fee Subsidy	(390)	(2,390)	(2,390)	100	(2,290)
ELCC PreSchool SNR Agencies	(175)	(175)	(175)	(500)	(675)
GOP Affordability - Commercial	-	-	-	(520)	(520)
GOP Affordability - Non Profit	-	-	-	(1,480)	(1,480)
Provider Transformation	(80)	(80)	(80)	(34)	(114)
Health & Safety	(180)	(180)	(180)	(306)	(486)
Capacity Building	(35)	(35)	(35)	(35)	(70)
Play - Based	(97)	(97)	(97)	39	(58)
Gen Op Prgm Sub - Commercial	(260)	(260)	(260)	(190)	(450)
Gen Op Prgm Sub - NonProfit	(843)	(843)	(843)	(1,410)	(2,253)
<b>Total Revenues</b>	<b>(2,264)</b>	<b>(4,264)</b>	<b>(4,264)</b>	<b>(4,751)</b>	<b>(9,015)</b>
<b>Tangible Capital Assets</b>					
General	3	3	3	3	6
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>6</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>126</b>	<b>(126)</b>	<b>-</b>

# PROGRAM 13 CANADA-ONTARIO EARLY LEARNING AND CHILD CARE



## 2018 Program Detail

## Social Services - Children's Services



### Purpose:

- ◆ This is a new funding program beginning in 2017 which supports a shared commitment by the Ontario and Federal governments to provide investments in early learning and child care (ELCC).
- ◆ The funding is intended to support access to non-profit licensed child care; this funding is enveloped and it must be tracked and reported on separately.
- ◆ 10% of this funding may be used for Administration expenses; 4.1 % of the funding is to be used support Special Needs Resourcing program for children with special needs and the Province has identified an amount for Capacity Building.
- ◆ A share of the funding has been allocated to support children 0 - 6 years of age; and also a share is to support children 0 - 12 years of age within the licensed child care sector.

### Description of Program Activities:

- ◆ Provide fee subsidies for children 0 - 6 years and 0 - 12 years.
- ◆ Provide General Operating funding for non-profit operators serving these age groups.
- ◆ Provide Special Needs Resourcing funding to the four approved SNR funded agencies to support children with special needs in licensed child care programs.
- ◆ Provide one time funding supports to non-profit operators serving children 0 - 12 years of age.
- ◆ Collect data as required and report to Ministry of Education.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 4.00      New Positions: 1 Policy Analyst and 1 Behaviour Consultant  
2017 Full Time Staff = 2.00      (Restated)

### Performance Measurements:

- ◆ Number of Fee Subsidy Children Served.

PROGRAM 13  
CANADA-ONTARIO EARLY LEARNING AND CHILD CARE

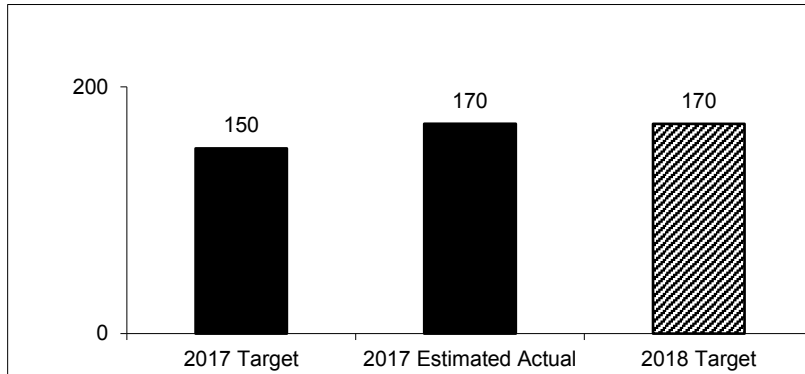


**2018 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**

**Number of Fee Subsidy Children Served**



**PROGRAM 13**  
**CANADA-ONTARIO EARLY LEARNING AND CHILD CARE**



**2018 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	267	267	267	39	306
Personnel Related	-	-	-	5	5
Supplies	-	-	-	38	38
Contracted Services	1,801	2,401	2,401	1,050	3,451
<b>Gross Operating Expenses</b>	<b>2,068</b>	<b>2,668</b>	<b>2,668</b>	<b>1,132</b>	<b>3,800</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	7	7
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>7</b>
<b>Total Expenses</b>	<b>2,068</b>	<b>2,668</b>	<b>2,668</b>	<b>1,139</b>	<b>3,807</b>
<b>Revenues</b>					
Provincial Subsidy	(2,068)	(2,668)	(2,668)	(889)	(3,557)
Provincial Contribution-One Time	-	-	-	(250)	(250)
<b>Total Revenues</b>	<b>(2,068)</b>	<b>(2,668)</b>	<b>(2,668)</b>	<b>(1,139)</b>	<b>(3,807)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**PROGRAM 13**  
**CANADA-ONTARIO EARLY LEARNING AND CHILD CARE**



**2018 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

**Detailed Cost of Program:**

(\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Gross Operating Expenses</b>					
General	267	267	267	83	350
ELCC PreSchool SNR Agencies	109	109	109	47	156
ELCC Fee Subsidy 0 - 6 Years	1,020	1,620	1,620	297	1,917
ELCC Fee Subsidy 0 - 12 Years	75	75	75	5	80
Provider Transformation	25	25	25	(25)	-
Health & Safety	50	50	50	50	100
Capacity Building	22	22	22	25	47
Provider Retrofit Capital	250	250	250	(250)	-
Play - Based	200	200	200	(200)	-
Gen Op Prgm Sub - Commercial	25	25	25	25	50
Gen Op Prgm Sub - NonProfit	25	25	25	1,075	1,100
<b>Gross Operating Expenses</b>	<b>2,068</b>	<b>2,668</b>	<b>2,668</b>	<b>1,132</b>	<b>3,800</b>
<b>Revenues</b>					
General	(267)	(267)	(267)	(90)	(357)
ELCC PreSchool SNR Agencies	(109)	(109)	(109)	(47)	(156)
ELCC Fee Subsidy 0 - 6 Years	(1,020)	(1,620)	(1,620)	(297)	(1,917)
ELCC Fee Subsidy 0 - 12 Years	(75)	(75)	(75)	(5)	(80)
Provider Transformation	(25)	(25)	(25)	25	-
Health & Safety	(50)	(50)	(50)	(50)	(100)
Capacity Building	(22)	(22)	(22)	(25)	(47)
Provider Retrofit Capital	(250)	(250)	(250)	250	-
Play - Based	(200)	(200)	(200)	200	-
Gen Op Prgm Sub - Commercial	(25)	(25)	(25)	(25)	(50)
Gen Op Prgm Sub - NonProfit	(25)	(25)	(25)	(1,075)	(1,100)
<b>Total Revenues</b>	<b>(2,068)</b>	<b>(2,668)</b>	<b>(2,668)</b>	<b>(1,139)</b>	<b>(3,807)</b>
<b>Tangible Capital Assets</b>					
General	-	-	-	7	7
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>7</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 14  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated</b>	<b>Approved</b>	<b>Base</b>	<b>Program</b>	<b>Proposed</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 14  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Children's Services Share of Net Program Expenses</b>	<b>563</b>	<b>563</b>	<b>517</b>	<b>57</b>	<b>574</b>
<b>Less: Provincial Subsidy</b>	<b>(154)</b>	<b>(154)</b>	<b>(154)</b>	<b>(119)</b>	<b>(273)</b>
<b>Children's Services' Share of Program Expenses Net of Provincial Subsidy</b>	<b>409</b>	<b>409</b>	<b>363</b>	<b>(62)</b>	<b>301</b>

## TANGIBLE CAPITAL ASSETS - NEW



### 2018 Program Detail

### Social Services - Children's Services

Description	Qty	Unit Cost	Total
		\$	\$
<b>BUILDING</b>			
<b><u>Directly Operated Spaces - Program 2</u></b>			
<b>Facilities Management - Knox</b>			
1	Knox Leasehold Improvements	1	350,000
			350,000
<b>MACHINERY &amp; EQUIPMENT</b>			
<b><u>Administration - Program 8</u></b>			
2	Desktop computers and monitors for new staff	5	950
3	Office renovations - new workstations and chairs	5	5,000
			29,750
<b><u>Child and Family Supports - Program 11</u></b>			
4	Desktop computers and monitors for new staff	1	950
5	Office renovations - new workstation and chair	1	5,000
			5,950
<b><u>Child Care Expansion Plan - Program 12</u></b>			
6	New laptops for electronic documentation	3	1,500
7	Printers for new staff	3	400
			5,700
<b><u>Early Learning and Child Care - Program 13</u></b>			
8	Desktop computers and monitors for new staff	2	950
9	Office renovations - new workstation and chair	1	5,000
			6,900
			<b>398,300</b>

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2018 Program Detail

## Social Services - Children's Services

Description	Qty	Unit Cost	Total	
		\$	\$	
<b>BUILDING</b>				
<u>Directly Operated Spaces - Program 2</u>				
<u>Facilities Mgmt - Ajax</u>				
1	Roof Replacement - Phase 2	1	115,000	115,000
2	Condensing Unit	1	11,000	11,000
				126,000
<b>MACHINERY &amp; EQUIPMENT</b>				
<u>Directly Operated Spaces - Program 2</u>				
<u>Edna Thomson</u>				
3	Furniture	1	4,913	4,913
<u>Clara Hughes</u>				
4	Furniture	1	4,913	4,913
<u>Lakewoods</u>				
5	Furniture	1	4,913	4,913
<u>Pickering</u>				
6	Furniture	1	4,913	4,913
<u>Ajax</u>				
7	Furniture	1	4,913	4,913
<u>Whitby</u>				
8	Furniture	1	4,913	4,913
<u>Sunderland</u>				
9	Furniture	1	2,000	2,000
				31,478
<u>Behaviour Management Services - Program 6</u>				
10	Furniture (Desks, filing cabinets, and other)	1	1,300	1,300
				1,300

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2018 Program Detail

### Social Services - Children's Services

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 8</u></b>			
11 Desktop Computers and Monitors	11	950	10,450
12 Laptop Computers	8	1,500	12,000
13 Tablets	3	1,500	4,500
			26,950
			<b>185,728</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**FAMILY SERVICES**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>480</b>
<b>PROGRAM SUMMARY .....</b>	<b>482</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>484</b>
 <b>PROGRAM DETAILS</b>	
1. Core Community Services .....	485
2. Employee Assistance Program (EAP) .....	490
3. Adult Community Support Services .....	495
4. Partner Assault Response (PAR) .....	498
5. Facilities Management .....	501
6. Headquarters Shared Cost .....	504
Tangible Capital Assets - Replacement .....	506



2018 Business Plan

Social Services - Family Services

Major Services & Activities

Core Community Services

- ◆ Provide the residents of Durham with professional counselling and other support services that enhance their quality of life and work life balance.

Employee Assistance Program

- ◆ Increase organizational effectiveness and improve the health and well being of employees through provision of high quality human and organizational development services.

Adult Community Support Services

- ◆ Provide services and supports for adults with developmental disabilities and their families that enable them to live, work and participate in a variety of community activities with improved quality of life.

Partner Assault Response

- ◆ Promote non-violent and non-controlling attitudes and behaviours among men and women who have been convicted and/or found guilty of a domestic assault against their partner.





**2018 Business Plan**

**Social Services - Family Services**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

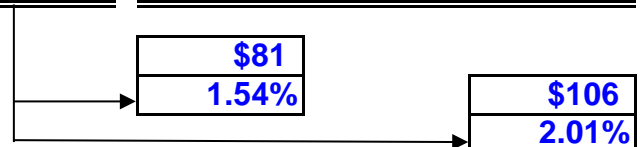


### 2018 Business Plan

### Social Services - Family Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Core Community Services	4,106	4,733	4,860	6	4,866
2 Employee Assistance Program (EAP)	128	178	184	(6)	178
3 Adult Community Support Services	449	476	474	-	474
4 Partner Assault Response (PAR)	498	509	517	(8)	509
5 Facilities Management	223	229	231	-	231
6 Headquarters Shared Cost	328	328	302	33	335
<b>Operating Subtotal</b>	<b>5,732</b>	<b>6,453</b>	<b>6,568</b>	<b>25</b>	<b>6,593</b>
<b>Tangible Capital Assets:</b>					
New	30	30	-	-	-
Replacement	14	14	10	-	10
<b>Tangible Capital Assets Subtotal</b>	<b>44</b>	<b>44</b>	<b>10</b>	<b>-</b>	<b>10</b>
<b>Total Program Expenses</b>	<b>5,776</b>	<b>6,497</b>	<b>6,578</b>	<b>25</b>	<b>6,603</b>
<b>Revenue Programs</b>					
1 Core Community Services	(130)	(193)	(193)	-	(193)
2 Employee Assistance Program (EAP)	(128)	(178)	(178)	-	(178)
3 Adult Community Support Services	(349)	(349)	(349)	-	(349)
4 Partner Assault Response (PAR)	(498)	(509)	(509)	-	(509)
<b>Total Revenue Expenses</b>	<b>(1,105)</b>	<b>(1,229)</b>	<b>(1,229)</b>	<b>-</b>	<b>(1,229)</b>
<b>Net Program Expenses</b>	<b>4,671</b>	<b>5,268</b>	<b>5,349</b>	<b>25</b>	<b>5,374</b>

Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - Family Services

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	101	Economic increases
Salaries & Benefits	39	Annualization - 1 position
Operating Expenses	1	Inflationary increases
Operating Expenses	(26)	Headquarters shared cost
Tangible Capital Assets - New	(30)	Remove one-time items
Tangible Capital Assets - Replacement	(4)	Remove one-time items
	<u>81</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - Family Services

(\$,000's)

#### Core Community Services

- ◆ Position Transfer: 0.35 Policy Advisor (Professional) from Emergency Management and Program Support Services - Local Diversity and Immigration to align workplan for position and support larger cross divisional initiatives.
48
- ◆ Decrease in Payroll Recovery for Area Manager to Employee Assistance Program to reflect their portion of time dedicated to the program.
6
- ◆ Reduce Professional Services to reflect actual expenditures.
(48)

---

6

#### Employee Assistance Program

- ◆ Decrease in Payroll Charge for Area Manager from Core Community Services to reflect their portion of time dedicated to the program.
(6)

---

(6)

#### Partner Assault Response (PAR)

- ◆ Adjustments to various accounts to better reflect expenses within subsidy allocation.
(8)

---

(8)

#### Headquarters Shared Cost

- ◆ Family Services share of costs related to the operation and maintenance of Regional Headquarters.
33

---

33

---

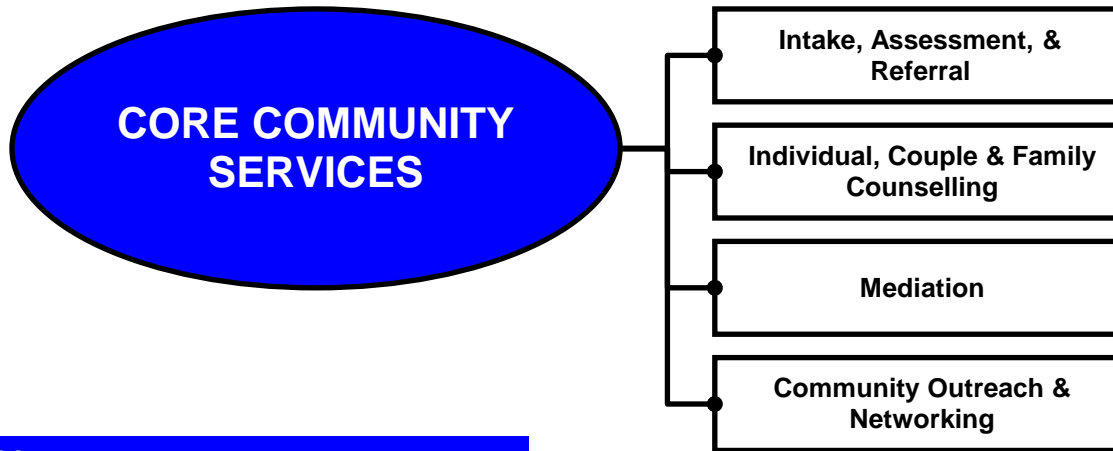
**Total Program Changes** 25

# PROGRAM 1 CORE COMMUNITY SERVICES



## 2018 Program Detail

## Social Services - Family Services



### Purpose:

- ◆ To provide the residents of Durham with professional counselling and other support services that enhance their quality of life and work life balance.

### Description of Program Activities:

- ◆ Individuals requesting service are screened for appropriateness by intake. During the intake call, staff will screen for risk and safety issues and identify priority of service. Individuals identified as needing priority service due to crisis, abuse, or other issues will receive service as soon as possible.
- ◆ Family counsellors assess and provide direct counselling services to individuals and families in need of support, e.g. grief counselling; parenting assistance with children/adolescents; couple counselling, separation or divorce; caring for elderly parents; coping with stress; adjustment difficulties, etc.
- ◆ Services are provided to individuals, groups and families by qualified counsellors who have a Masters Degree in Social Work or equivalent qualifications. Fees are determined using a sliding scale that is based on family income. However, no one is denied service due to inability to pay.
- ◆ Quality assurance is measured through ISO 9001:2008 Certification. Family Services is accredited by the Canadian Centre for Accreditation (CCA).
- ◆ Individuals who are experiencing intimate partner abuse and other forms of domestic violence are given priority service.
- ◆ Family Services continues to provide short-term individual and/or group counselling, peer support, and referrals to other community support services for male survivors of childhood sexual abuse through a special Ministry of Attorney General (MAG) contract with Peel Family Services. Support services may be extended to family members of these survivors. Services are tailored to clients' needs.
- ◆ Family Services provides services to Veterans, as well as First Nations and Inuit people, through contracts with offices of the Federal Government (Veterans Affairs Canada and Health Canada). Services are also provided to children through the Internet Child Exploitation (ICE) program, funded by the Ministry of the Attorney General.
- ◆ Family Services staff also provide on-site counselling services at the Region's Income and Employment Support Division (IESD) sites (Whitby, South Oshawa, John Street Resource Centre, Ajax), in addition to having an independent Family Services office at the Uxbridge IESD location. IESD clients represent 38 per cent of the on-site services provided by Family Services.



**2018 Program Detail**

**Social Services - Family Services**

**Description of Program Activities (continued):**

- ◆ Family Services works with other Regional departments (e.g. Health, Police), service providers (e.g. shelters, schools, Children's Aid Society (CAS)) and existing networks in the community (e.g. Durham's Best Start Network, Durham's Children and Youth Planning Network, Durham Region Intimate-Relationship Violence Empowerment Network (DRIVEN), Violence Prevention Coordinating Council (VPCC) of Durham) to assist clients in accessing other services and to advocate for changes to existing and/or new services for individuals in Durham Region.
- ◆ Service levels are based on the number of direct/indirect counselling/service hours provided to the community. The agency uses a short-term intervention model.
- ◆ Family Services uses an outcomes measurement tool to help identify individual functioning, interpersonal relationships, social role performance, and the therapist-client alliance as it relates to the client's treatment goals.
- ◆ Family Services will continue to monitor Client Satisfaction through a questionnaire that is distributed to all clients receiving service at the conclusion of their counselling sessions. Client responses are tabulated annually.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 44.01      Position Transfer: 0.35 Policy Advisor from Emergency Management and Program Support Services - Local Diversity and Immigration
- 2017 Full Time Staff = 43.66

**Performance Measurements:**

- ◆ Number of direct counselling sessions
- ◆ Average weekly direct counselling service hours per counsellor
- ◆ Level of client satisfaction

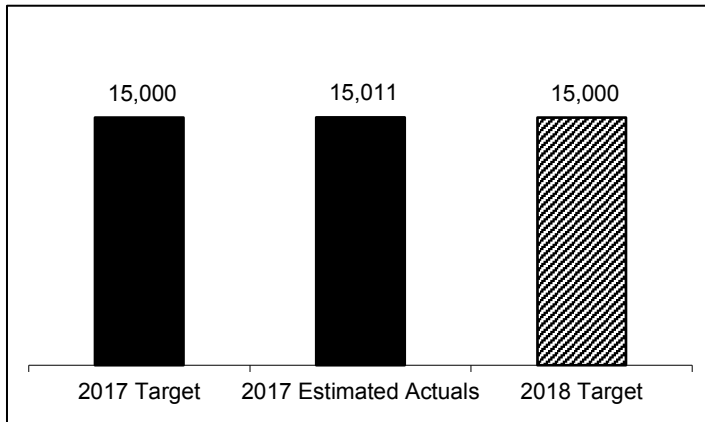


**2018 Program Detail**

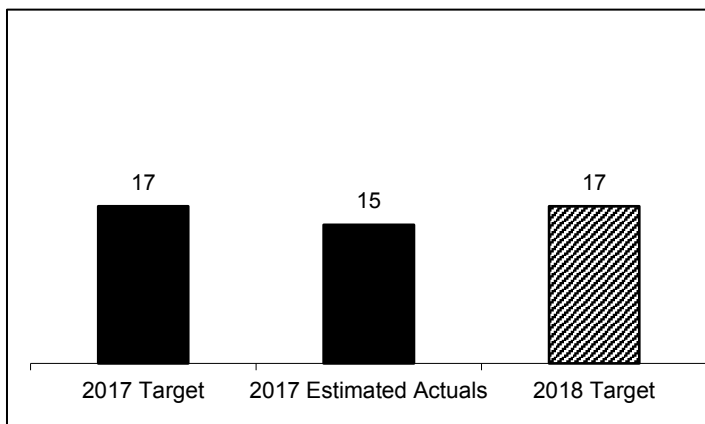
**Social Services - Family Services**

**Performance Data:**

**Number of Direct Counselling Sessions**



**Average Weekly Direct Counselling Service Hours per Counsellor**



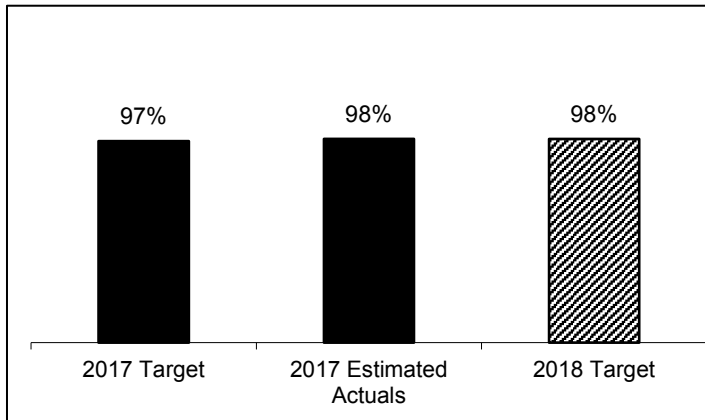


**2018 Program Detail**

**Social Services - Family Services**

**Performance Data (continued):**

**Level of Client Satisfaction**





**PROGRAM 1  
CORE COMMUNITY SERVICES**



**2018 Program Detail**

**Social Services - Family  
Services**

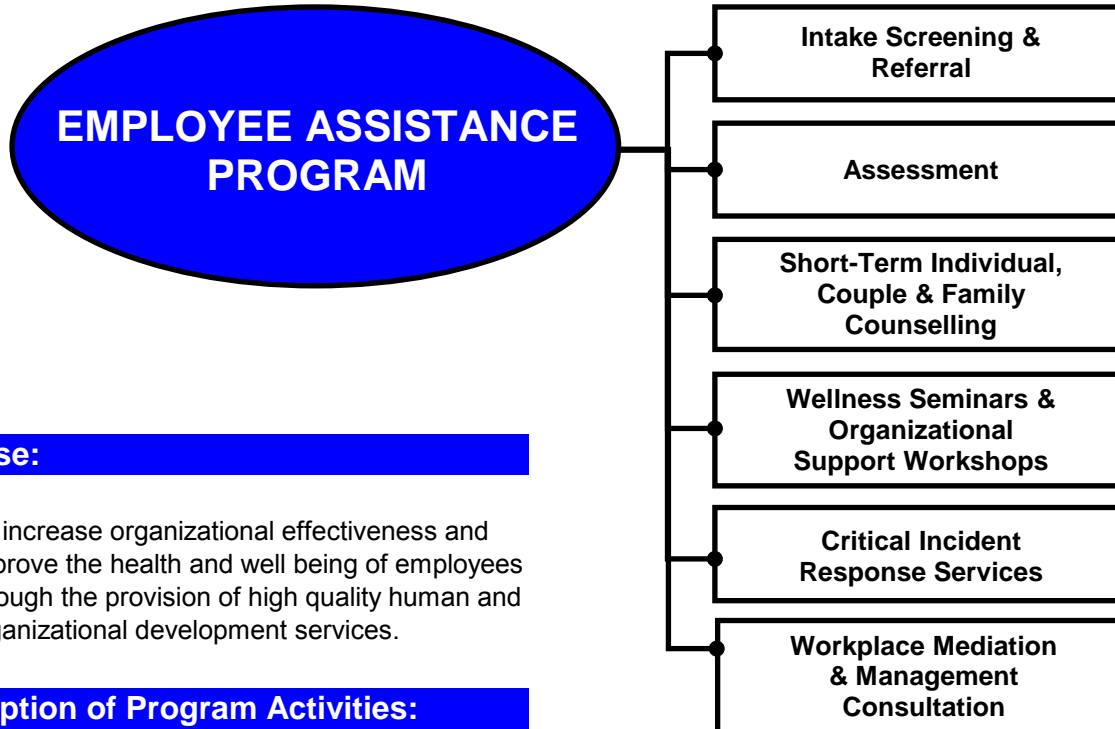
Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	4,070	4,641	4,768	54	4,822
Personnel Related	72	93	93	4	97
Communications	39	45	45	(4)	41
Supplies	59	31	31	-	31
Computer Maintenance & Operations	10	12	12	-	12
Materials & Services	17	21	21	-	21
Equipment Maintenance & Repairs	4	6	6	-	6
Professional Services	26	75	75	(48)	27
Financial Expenses	1	1	1	-	1
<b>Operating Expenses Subtotal</b>	<b>4,298</b>	<b>4,925</b>	<b>5,052</b>	<b>6</b>	<b>5,058</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Social Assistance	(192)	(192)	(192)	-	(192)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(192)</b>	<b>(192)</b>	<b>(192)</b>	<b>-</b>	<b>(192)</b>
<b>Gross Operating Expenses</b>	<b>4,106</b>	<b>4,733</b>	<b>4,860</b>	<b>6</b>	<b>4,866</b>
<b>Tangible Capital Assets</b>					
New	30	30	-	-	-
Replacement	14	14	10	-	10
<b>Total Tangible Capital Assets</b>	<b>44</b>	<b>44</b>	<b>10</b>	<b>-</b>	<b>10</b>
<b>Total Expenses</b>	<b>4,150</b>	<b>4,777</b>	<b>4,870</b>	<b>6</b>	<b>4,876</b>
<b>Revenues</b>					
Fees & Service Charges	(130)	(193)	(193)	-	(193)
<b>Total Revenues</b>	<b>(130)</b>	<b>(193)</b>	<b>(193)</b>	<b>-</b>	<b>(193)</b>
<b>Net Program Expenses</b>	<b>4,020</b>	<b>4,584</b>	<b>4,677</b>	<b>6</b>	<b>4,683</b>

## PROGRAM 2 EMPLOYEE ASSISTANCE PROGRAM



### 2018 Program Detail

### Social Services - Family Services



#### Purpose:

- ◆ To increase organizational effectiveness and improve the health and well being of employees through the provision of high quality human and organizational development services.

#### Description of Program Activities:

- ◆ Employees receive an immediate response to their request for service with an appointment for counselling offered within four business days. There are no waiting lists for service. The counselling model is short-term.
- ◆ Contract management provided to master contracts includes: distribution of educational and promotional materials; wellness and organizational development seminars; quarterly reports on aggregate data and employee utilization; and, trends/themes of presenting problems.
- ◆ Family Services Employee Assistance Program (FSEAP) National membership requires that Family Services Durham (FSD): respond to all EAP business opportunities in the agency's geographic region; undertake marketing on behalf of FSEAP at trade fairs and other events; monitor service provision to FSEAP National contracts; and, bid cooperatively on behalf of the FSEAP National network.
- ◆ FSEAP Employers receiving support: Auto Credit Union Workers, Ballycliffe Lodge Nursing Home, Bethesda House, Central Lake Ontario Conservation Authority, Denise House, Durham Region Non-Profit Housing, Municipality of Clarington, Oshawa PUC Networks, Durham Region Transit, Regional Municipality of Durham, Township of Scugog, Town of Whitby, Township of Uxbridge and Whitby Public
- ◆ Workplace mediation and management consultation/supports are provided to Human Resource staff, Health & Safety Committee members, Benefits Managers/Referral Agents, and Union representatives.
- ◆ Client satisfaction is determined through questionnaires with follow-up on complaints in accordance with FSEAP National requirements.
- ◆ Quality assurance is measured through ISO 9001:2008 Certification. Family Services is accredited by the Canadian Centre for Accreditation (CCA).
- ◆ Critical Incident Response Services are provided to employees affected by traumatic and tragic incidents at work such as workplace accidents, death and/or loss of a colleague.
- ◆ Service is available 24 hours a day in both official languages, consistent with FSEAP National requirements.



**2018 Program Detail**

**Social Services - Family Services**

**Description of Program Resources:**

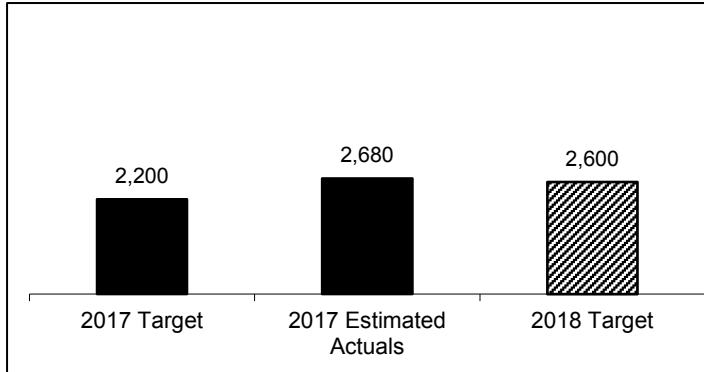
- ◆ 2018 Full Time Staff = 2.5
- 2017 Full Time Staff = 2.5

**Performance Measurements:**

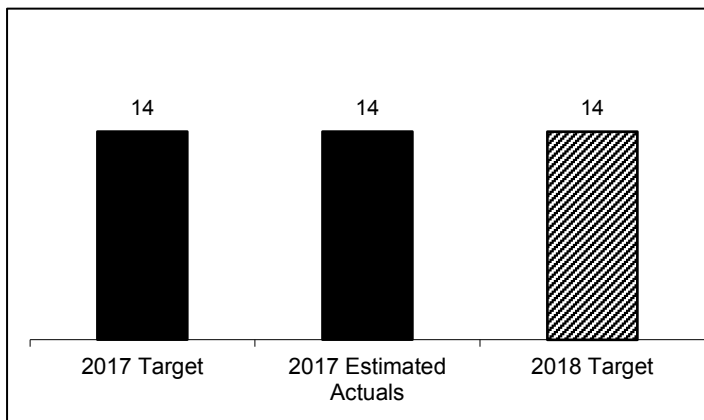
- ◆ Number of direct counselling service hours
- ◆ Number of employer contracts
- ◆ Number of employer consultations (including workplace mediation)
- ◆ Number of wellness sessions, presentations and/or organizational development seminars
- ◆ Level of client satisfaction

**Performance Data:**

**Number of Direct Counselling Service Hours**



**Number of Employer Contracts**



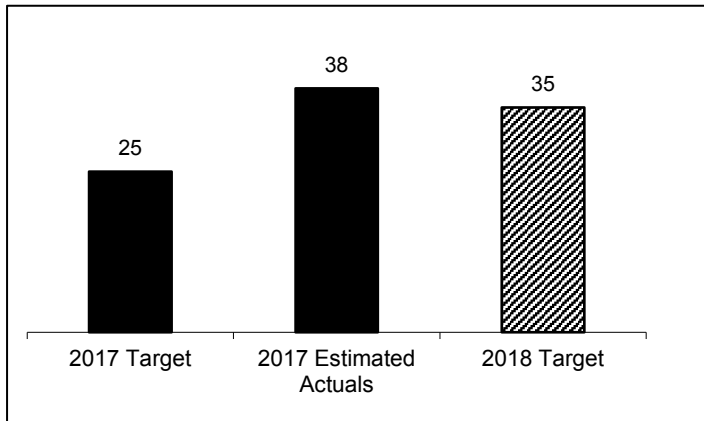


**2018 Program Detail**

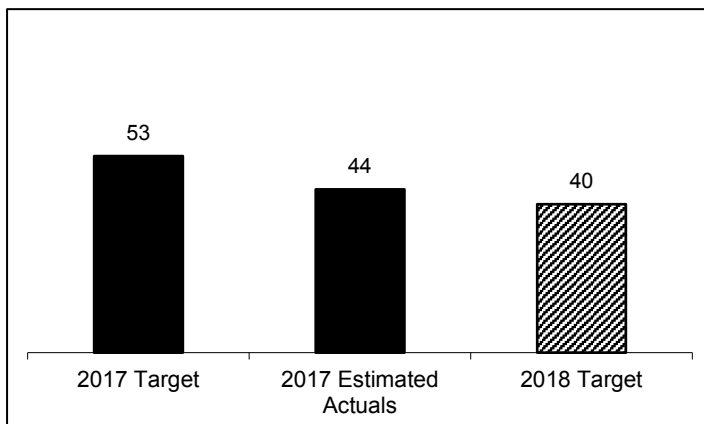
**Social Services - Family Services**

**Performance Data (continued):**

**Number of Employer Consultations (Including Workplace Mediation)**



**Number of Wellness Sessions, Presentations and Organizational Development Seminars**



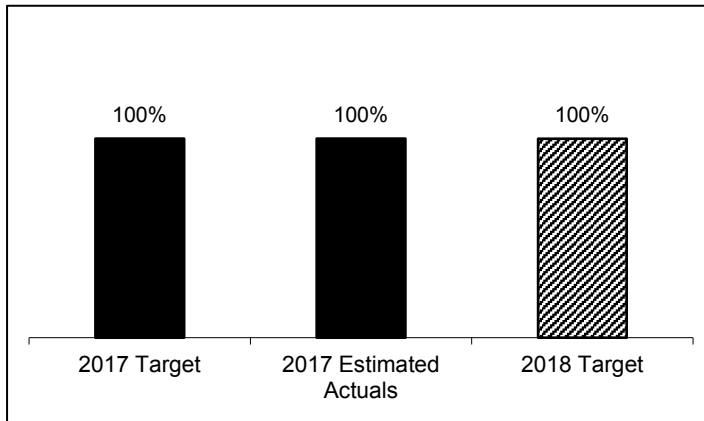


**2018 Program Detail**

**Social Services - Family Services**

**Performance Data (continued):**

**Level of Client Satisfaction**



Client Satisfaction results for EAP counselling clients. For those that completed the survey.

**PROGRAM 2  
EMPLOYEE ASSISTANCE PROGRAM**



**2018 Program Detail**

**Social Services - Family  
Services**

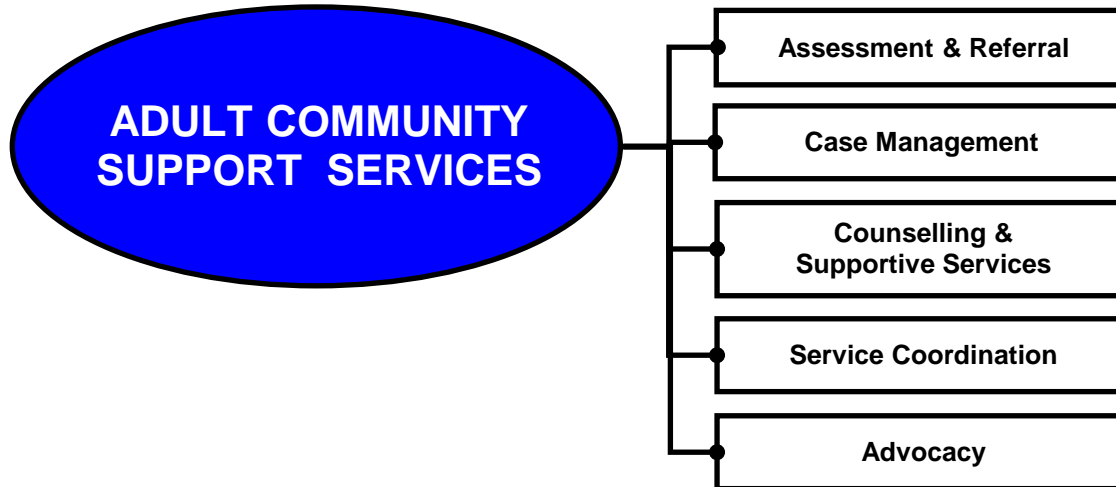
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	296	376	382	(26)	356
Personnel Related	8	7	7	-	7
Communications	7	5	5	-	5
Supplies	3	3	3	-	3
Materials & Services	3	2	2	-	2
Professional Services	26	-	-	20	20
<b>Operating Expenses Subtotal</b>	<b>343</b>	<b>393</b>	<b>399</b>	<b>(6)</b>	<b>393</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Corporate HR	(215)	(215)	(215)	-	(215)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(215)</b>	<b>(215)</b>	<b>(215)</b>	<b>-</b>	<b>(215)</b>
<b>Total Expenses</b>	<b>128</b>	<b>178</b>	<b>184</b>	<b>(6)</b>	<b>178</b>
<b>Revenues</b>					
Fees & Service Charges	(108)	(158)	(158)	-	(158)
Fees - Transit	(20)	(20)	(20)	-	(20)
<b>Total Revenues</b>	<b>(128)</b>	<b>(178)</b>	<b>(178)</b>	<b>-</b>	<b>(178)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>(6)</b>	<b>-</b>

# PROGRAM 3 ADULT COMMUNITY SUPPORT SERVICES



## 2018 Program Detail

## Social Services - Family Services



### Purpose:

- ◆ To provide services and supports to adults with a developmental disability and their families consistent with the Ministry of Community and Social Services (MCSS) requirements for this program. Services and supports provided include assisting adults with developmental disabilities to live, work and participate in community activities independently and safely with improved quality of life.

### Description of Program Activities:

- ◆ **Assessment & Referral:** To identify an individual's needs and refer them to community resources as appropriate, e.g. employment, medical, social, vocational, psychological or academic assessment to aid in planning for individual clients (current, future).
- ◆ **Case Management:** To facilitate continuity and coordination of services providing follow-up and information about service availability.
- ◆ **Counselling & Supportive Services:** To assist an individual client work through personal problems. Where intensive or prolonged counselling is required, a referral will be made to existing community services.
- ◆ **Service Coordination:** To coordinate services and supports from community agencies as required/appropriate and to manage implementation of new initiatives for the Durham community as per MCSS requirements, e.g. Support Intensity Scale (SIS) Assessor.
- ◆ **Advocacy:** To work with community agencies and services on an individual client's behalf, so that the client's rights are acknowledged and they benefit from available services.
- ◆ Approximately 42 percent of individuals served are aged 18-29 years; 21 percent are aged 30-39 years; 13 percent are aged 40-49 years; 14 percent are aged 50-59 years; and 8 percent aged 60 plus years.
- ◆ The Adult Community Support Services Program is evaluated by community agencies and MCSS, following Provincial standards and procedures.
- ◆ The Adult Community Support Services Program provides quarterly reports to the Ministry on the costs and number of clients served. Program statistics tracked include: levels of case intensity/support required e.g. comprehensive (high); supported independence (moderate).
- ◆ The new province-wide MCSS Developmental Services Consolidated Information System (DSCIS) has been implemented facilitating the program's secure acceptance of referrals from Developmental Services Ontario and supporting the process of connecting individuals to MCSS-funded developmental services and supports.



**2018 Program Detail**

**Social Services - Family Services**

**Description of Program Resources:**

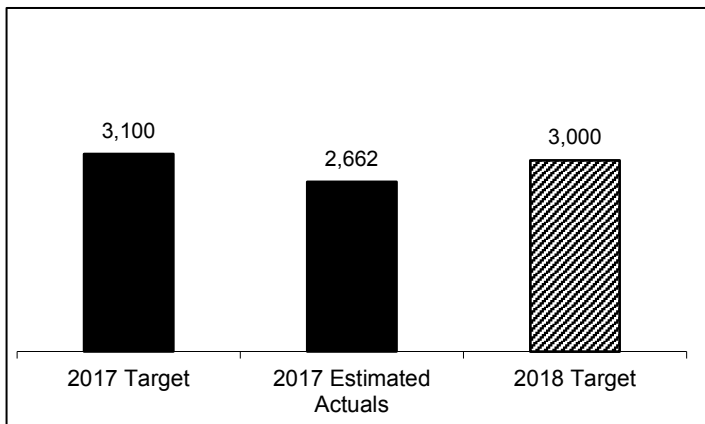
- ◆ 2018 Full Time Staff = 4.75
- 2017 Full Time Staff = 4.75

**Performance Measurements:**

- ◆ Number of direct client service hours
- ◆ Number of clients served

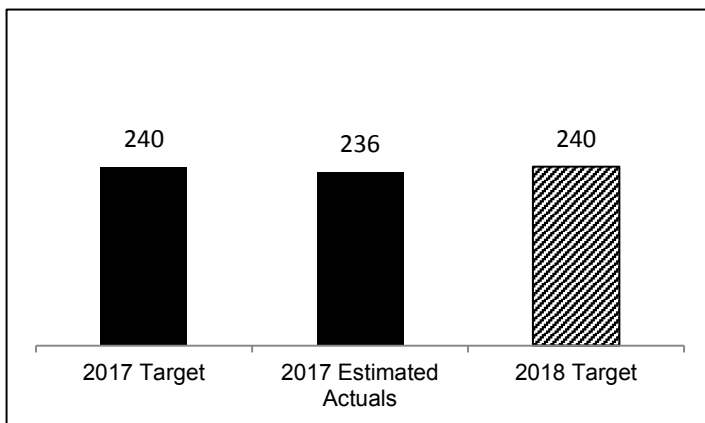
**Performance Data:**

**Number of Direct Client Service Hours**



The number of direct client service hours is consistent with the number of FTEs funded by MCSS.

**Number of Clients Served**





**PROGRAM 3  
ADULT COMMUNITY SUPPORT SERVICES**



**2018 Program Detail**

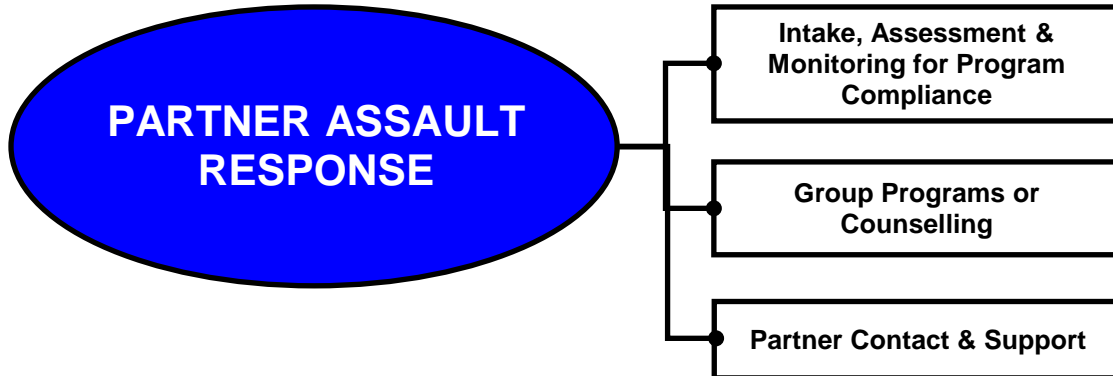
**Social Services - Family  
Services**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	434	463	462	-	462
Personnel Related	14	11	11	-	11
Professional Services	1	2	1	-	1
<b>Total Expenses</b>	<b>449</b>	<b>476</b>	<b>474</b>	<b>-</b>	<b>474</b>
<b>Revenues</b>					
Provincial Subsidy	(349)	(349)	(349)	-	(349)
<b>Total Revenues</b>	<b>(349)</b>	<b>(349)</b>	<b>(349)</b>	<b>-</b>	<b>(349)</b>
<b>Net Program Expenses</b>	<b>100</b>	<b>127</b>	<b>125</b>	<b>-</b>	<b>125</b>



**2018 Program Detail**

**Social Services - Family  
Services**



**Purpose:**

The Partner Assault Response (PAR) Program is 100% funded by the Ministry of the Attorney General's (MAG) Ontario Victim Services and client fees. It provides 12-session group programs for up to 585 men and women who have been mandated by the court to attend the program in response to a criminal charge involving domestic violence. Program services are delivered in accordance with the Partner Assault Response (PAR) Program Standards, provided by MAG. The program is audited by MAG. The objectives of the program are to:

- ◆ Increase clients' understanding of: (1) domestic violence and abuse and (2) non-violent strategies and skills to engage in healthy relationships.
- ◆ Reduce clients' likelihood of reoffending by increasing their self-awareness of personal attitudes and beliefs/triggers/warning signs that contribute to violent and abusive behaviour.
- ◆ Assist victims/partners by reducing isolation and helping them to make informed decisions about the future of their relationship or contact with the client.
- ◆ Collaborate with MAG, the Crown's Office, Probation and Parole, Police Services and other service providers.

**Description of Program Activities:**

- ◆ Review all referrals from the Crown's Office and Probation and Parole to assess individual's suitability for the program.
- ◆ Provide men and women's groups each week at day and evening times. In some instances, the individual delivery of the program may be assessed to be a more appropriate method of intervention than group participation.
- ◆ Provide confidential outreach/follow-up to victims/partners of clients to provide safety planning, support and referrals to community resources.
- ◆ Monitor clients' compliance with program requirements and complete final reports that evaluate clients' success in meeting program goals for Probation and Parole or the Court.
- ◆ Provide community education on domestic assault and prevention activities; work with community to establish practices that contribute to the safety of women and men in Durham Region.
- ◆ Promote community actions that assist justice authorities in addressing intimate partner violence.



**2018 Program Detail**

**Social Services - Family Services**

**Description of Program Resources:**

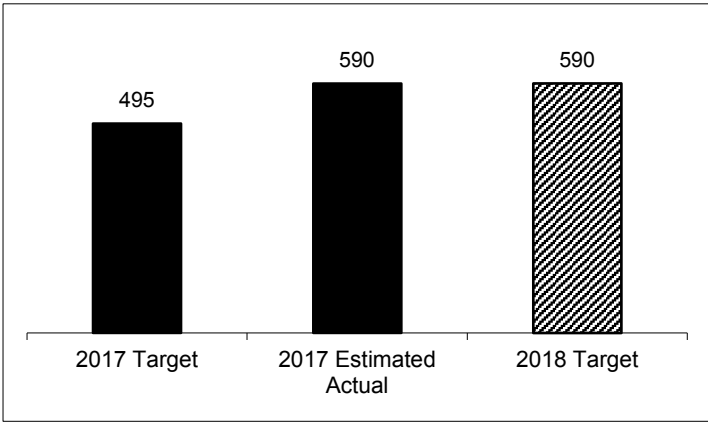
- ◆ 2018 Full Time Staff = 3.3
- 2017 Full Time Staff = 3.3

**Performance Measurements:**

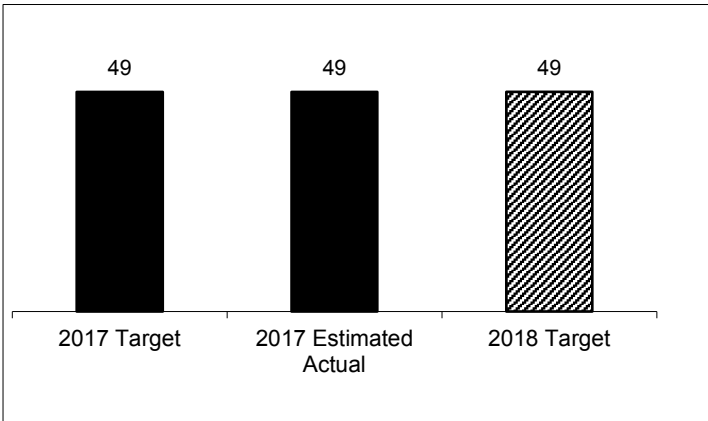
- ◆ Number of individuals referred to Program
- ◆ Number of 12-session groups offered per year

**Performance Data:**

**Number of Individuals Referred to Program**



**Number of 12-Session Groups Offered Per Year**



**PROGRAM 4  
PARTNER ASSAULT RESPONSE**



**2018 Program Detail**

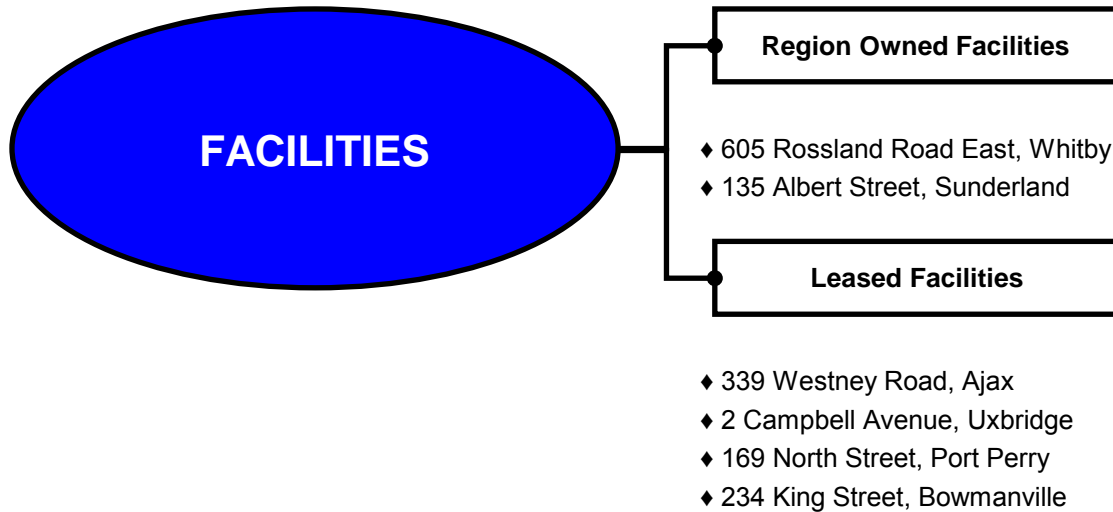
**Social Services - Family  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	308	336	344	-	344
Personnel Related	1	5	5	(5)	-
Communications	4	4	4	(3)	1
Supplies	3	4	4	-	4
Materials & Services	18	7	7	-	7
Professional Services	164	153	153	-	153
<b>Total Expenses</b>	<b>498</b>	<b>509</b>	<b>517</b>	<b>(8)</b>	<b>509</b>
<b>Revenues</b>					
Provincial Subsidy	(464)	(464)	(464)	-	(464)
Fees & Service Charges	(34)	(45)	(45)	-	(45)
<b>Total Revenues</b>	<b>(498)</b>	<b>(509)</b>	<b>(509)</b>	<b>-</b>	<b>(509)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>8</b>	<b>(8)</b>	<b>-</b>



**2018 Program Detail**

**Social Services - Family Services**



**Purpose:**

- ◆ To provide a safe, comfortable work environment for Family Services staff and clients.

**Description of Program Activities:**

- ◆ Building and grounds maintenance staff continually inspect the perimeter and interior for deterioration in the structure and make all the necessary repairs.
- ◆ HVAC equipment is updated on an ongoing basis as outdated components are continually repaired or replaced.
- ◆ Janitorial and custodial staff create a clean and tidy environment for staff to work. This service is monitored and is frequently assessed as to its efficiency.
- ◆ Facilities services are currently provided to the above locations.

**Description of Program Resources:**

- ◆ Comply with all building code standards.
- ◆ Monitoring of costs.
- ◆ Monitoring and/or investigating of all requests/complaints.
- ◆ Compiling statistical information for evaluation.

**Performance Measurements:**

- ◆ Cost per square foot.

**PROGRAM 5  
FACILITIES MANAGEMENT**



**2018 Program Detail**

**Social Services - Family  
Services**

**Performance Data:**

**Total Office Area Utilized**

	<b>2017</b>	<b>2018</b>
Ajax Site*	3,638	3,638
Uxbridge Site*	1,170	1,170
Port Perry Site*	500	500
Bowmanville Site*	1,940	1,940
Sunderland Site	460	460
<b>Total Office Area Utilized (Excluding Headquarters)</b>	<b>7,708</b>	<b>7,708</b>

\*This is rental space and requires constant negotiation / contact with owners.

**Cost per Square Foot of Office Area Utilized**

	<b>2017 Estimated Actuals</b>	<b>2017 Target</b>	<b>2018 Target</b>
Ajax Site	\$28	\$28	\$29
Uxbridge Site	\$30	\$33	\$33
Port Perry Site	\$34	\$39	\$39
Bowmanville Site	\$28	\$28	\$28
Sunderland Site	\$40	\$28	\$28
<b>Total Cost per Office Area Utilized (Excluding Headquarters Shared Facility Cost)</b>	<b>\$29</b>	<b>\$30</b>	<b>\$30</b>

**PROGRAM 5  
FACILITIES MANAGEMENT**



**2018 Program Detail**

**Social Services - Family  
Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Supplies	-	1	-	-	-
Materials & Services	1	1	2	-	2
Buildings & Grounds Operations	19	20	19	-	19
Equipment Maintenance & Repairs	-	1	1	-	1
Contracted Services	20	19	19	-	19
Leased Facilities Expenses	173	169	172	-	172
Insurance	4	4	4	-	4
<b>Operating Expenses Subtotal</b>	<b>217</b>	<b>215</b>	<b>217</b>	<b>-</b>	<b>217</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works - Facilities Management Charge	6	14	14	-	14
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>6</b>	<b>14</b>	<b>14</b>	<b>-</b>	<b>14</b>
<b>Net Program Expenses</b>	<b>223</b>	<b>229</b>	<b>231</b>	<b>-</b>	<b>231</b>

**PROGRAM 6  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Social Services - Family  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>



**PROGRAM 6  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Social Services - Family  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>328</b>	<b>328</b>	<b>302</b>	<b>33</b>	<b>335</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2018 Program Detail

### Social Services - Family Services

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b><u>Core Community Services - Program 1</u></b>			
1 Desktop Computers (Includes Monitors)	11	950	10,450
			<b>10,450</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**HOUSING SERVICES**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>508</b>
<b>PROGRAM SUMMARY .....</b>	<b>510</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>512</b>
 <b>PROGRAM DETAILS</b>	
1. Social Housing Administration .....	513
2. Community Homelessness Prevention Initiative (CHPI) .....	516
3. Durham Access to Social Housing.....	519
4. Investment in Affordable Housing (IAH).....	523
5. Headquarters Shared Cost .....	525
6. DRHLC – Property Management .....	527
7. DRLHC – City of Oshawa .....	531
Tangible Capital Assets - New .....	533
Tangible Capital Assets - Replacement.....	534



## 2018 Business Plan

## Social Services - Housing Services

### Major Services & Activities

#### Social Housing Administration

- ♦ Monitor the delivery of social housing programs to ensure compliance with Provincial legislation and Regional policies.

#### Community Homelessness Prevention Initiative

- ♦ Manage specific programs designed to assist the homeless and households at risk of becoming homeless.
- ♦ Implementation and monitoring of the ten-year "At Home in Durham", Durham Housing Plan.

#### Durham Access to Social Housing

- ♦ Administer the centralized waiting list for Rent-Geared-to-Income (RGI) housing.

#### Investment in Affordable Housing (IAH) Administration

- ♦ Administer the Durham Housing Benefit, Rental and Homeownership Components of the Investment in Affordable Housing (IAH) program and liaise with the Ministry of Finance on the delivery of the Housing Allowance Component.
- ♦ Monitor the implementation of the IAH 2014 Extension delivery plan.

#### Durham Regional Local Housing Corporation Property Management

- ♦ Provide effective, direct property management services for the Durham Regional Local Housing Corporation (DRLHC).



**2018 Business Plan**

**Social Services - Housing Services**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal B.5 - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the At Home in Durham, the Regional Housing Plan 2014-2024 which includes increasing the range of housing types and tenures in partnership with other stakeholders.</li> <li>◆ Begin implementation of the recommendations from the Housing Task Force to address opportunities to support the needs of seniors and low to moderate incomes.</li> <li>◆ Advocate for and implement senior government housing programs in order to address existing and emerging social housing needs.</li> </ul>	

**Strategic Goal B.6 - Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Use Health Neighbourhood data to inform planning for Housing Services:                             <ul style="list-style-type: none"> <li>- Expand features, indicators, invest resources in priority neighbourhoods;</li> <li>- Increase community engagement.</li> </ul> </li> </ul>	

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - Housing Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 SOCIAL HOUSING ADMINISTRATION</b>					
Operating Expenses	1,481	1,545	1,581	-	1,581
Tangible Capital Assets	239	239	11	-	11
Subtotal	1,720	1,784	1,592	-	1,592
<b>2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE (CHPI)</b>					
Operating Expenses	7,251	7,074	6,843	1,248	8,091
Tangible Capital Assets	-	-	-	6	6
Provincial Subsidy	(6,687)	(6,687)	(6,687)	(1,059)	(7,746)
Subtotal	564	387	156	195	351
<b>3 DURHAM ACCESS TO SOCIAL HOUSING</b>					
Operating Expenses	89	130	132	-	132
Subtotal	89	130	132	-	132
<b>4 INVESTMENT IN AFFORDABLE HOUSING (IAH)</b>					
Operating Expenses	248	246	247	(3)	244
Federal/Provincial Subsidy	(248)	(246)	(244)	-	(244)
Subtotal	-	-	3	(3)	-
<b>5 HEADQUARTERS SHARED COST</b>					
Operating Expenses	121	121	111	12	123
Subtotal	121	121	111	12	123
<b>6 DRLHC - PROPERTY MANAGEMENT</b>					
Operating Expenses	2,817	2,812	2,867	12	2,879
Recovery from DRLHC	(2,528)	(2,524)	(2,574)	(12)	(2,586)
Provincial Download	(289)	(288)	(293)	-	(293)
Subtotal	-	-	-	-	-

## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - Housing Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>7 DRLHC - CITY OF OSHAWA</b>					
Operating Expenses	9	9	9	-	9
Program Fees	(9)	(9)	(9)	-	(9)
Subtotal	-	-	-	-	-
<b>Net Program Expenses</b>	<b>2,494</b>	<b>2,422</b>	<b>1,994</b>	<b>204</b>	<b>2,198</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$428)</b>	<b>-17.67%</b>	<b>(\$224)</b>
					<b>-9.25%</b>

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	115	Economic increases
Operating Expenses	(19)	Headquarters shared cost
Operating Expenses	(246)	Inter-departmental transfers
Operating Expenses	(50)	DRLHC recovery
Tangible Capital Assets - Replacement	(228)	Remove one-time items
	<b>(428)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - Housing Services

(\$,000's)

#### Community Homelessness Prevention Initiative (CHPI)

♦ New Position: 1 Program Assistant to assist with aligning strategic objectives of CHPI with the Durham Region Long-Term Affordable Housing Strategy. (Annualized cost is \$84k)	42
♦ Increase in Contracted Services to community agencies to recognize increase in CHPI funding allocation and increased need to support homelessness prevention in Durham.	1,206
♦ Tangible Capital Assets - New: computer (\$1k) and workstation (\$5k) for new staff.	6
♦ Increase in Provincial Subsidy for the CHPI program.	(1,059)
	195

#### Investment in Affordable Housing

♦ Decrease in Professional Services to offset economic increases in Salaries & Benefits.	(3)
	(3)

#### Headquarters Shared Cost

♦ Housing Services share of costs related to the operation and maintenance of Regional Headquarters.	12
	12

#### Durham Regional Local Housing Corporation (DRLHC) - Property Management

♦ Durham Region Local Housing Corporation share of costs related to the operation and maintenance of Regional Headquarters.	12
♦ Increase in recovery from DRLHC related to Regional Headquarters costs.	(12)
	-

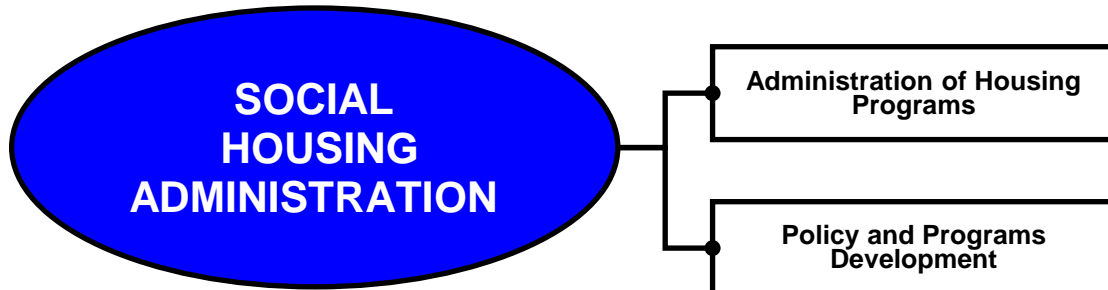
**Total Program Changes** 204





2018 Program Detail

Social Services - Housing Services



**Purpose:**

- ◆ To cover salaries, benefits, capital and other costs associated with the administration of Social Housing programs.

**Description of Program Activities:**

- ◆ Delivery of Social Housing programs including providing training and advice to housing providers, monitoring operations, including the preservation of Social Housing assets, assisting with the review of financial requests, developing local housing policy and ensuring action plans are in place for all Projects in Difficulty.
- ◆ Performing Operational Reviews.
- ◆ Providing a minimum of two housing provider training/information sessions annually.
- ◆ Undertaking Rent-Geared-to-Income (RGI) verification for a minimum of 20 per cent of units annually.
- ◆ Undertaking capital asset preservation initiatives, scheduled or emergency, in conjunction with the Works Department.
- ◆ Facilitating intervention to address serious occurrences.
- ◆ Applying for funding and managing Federal/Provincial one-time programs (ie. Social Housing Energy Efficiency Program (SHEEP), Social Housing Infrastructure Program (SHIP), etc.)

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 11.06  
2017 Full Time Staff = 11.06

**Performance Measurements:**

- ◆ Percentage of Operational Reviews completed within 90 days.
- ◆ Percentage of Rent-Geared-to-Income (RGI) audits completed within 60 days.

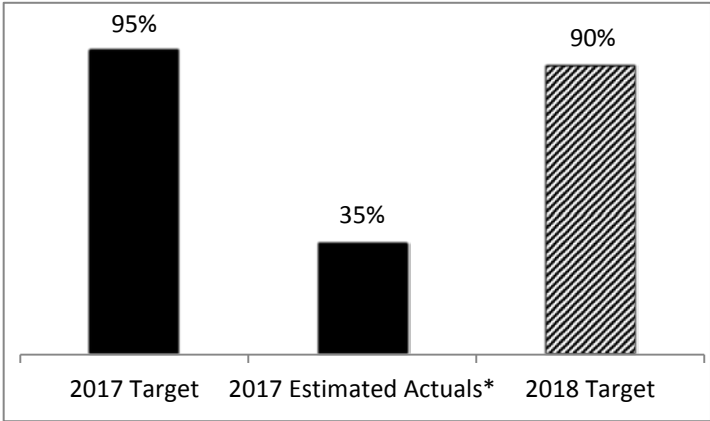


**2018 Program Detail**

**Social Services - Housing Services**

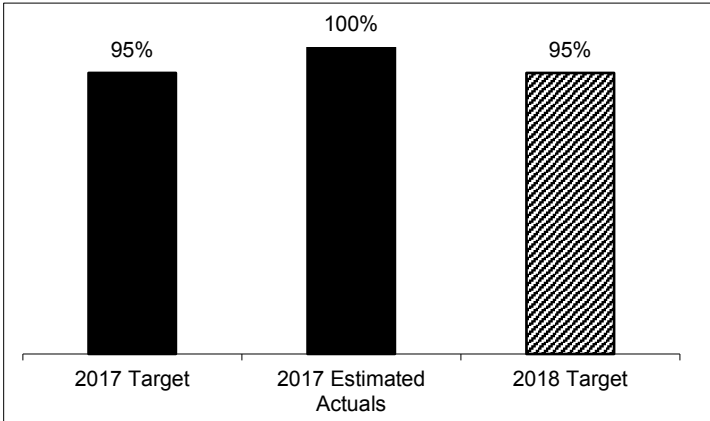
**Performance Data:**

**Percentage of Operational Reviews Completed Within 90 Days**



\* Impacted by 2016 Social Infrastructure Fund (SIF) Program Administration and Staff Turnover.

**Percentage of Rent-Geared-to-Income (RGI) Audits Completed within 60 Days**



**PROGRAM 1  
SOCIAL HOUSING ADMINISTRATION**



**2018 Program Detail**

**Social Services - Housing  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,353	1,339	1,375	-	1,375
Personnel Related	44	40	40	-	40
Communications	36	44	44	-	44
Supplies	16	22	22	-	22
Computer Maintenance & Operations	2	75	75	-	75
Materials & Services	10	12	12	-	12
Equipment Maintenance & Repairs	2	3	3	-	3
Professional Services	18	10	10	-	10
<b>Gross Operating Expenses</b>	<b>1,481</b>	<b>1,545</b>	<b>1,581</b>	<b>-</b>	<b>1,581</b>
<b>Tangible Capital Assets</b>					
Replacement	239	239	11	-	11
<b>Total Tangible Capital Assets</b>	<b>239</b>	<b>239</b>	<b>11</b>	<b>-</b>	<b>11</b>
<b>Net Program Expenses</b>	<b>1,720</b>	<b>1,784</b>	<b>1,592</b>	<b>-</b>	<b>1,592</b>

**PROGRAM 2**  
**COMMUNITY HOMELESSNESS PREVENTION INITIATIVE**



**2018 Program Detail**

**Social Services - Housing Services**

**Purpose:**

- ◆ To utilize Provincial and Regional funding to enable community agencies to help households that are homeless or at risk of homelessness to:
  - Obtain housing
  - Prevent housing loss

**Description of Program Activities:**

- ◆ Program funds are used to assist households to obtain and/or retain housing in four service categories including: emergency shelter solutions; housing and related supports; services and supports; and, homelessness prevention.
- ◆ Staff maintain Purchase of Service Agreements with Community Agencies to deliver service.

Agency	2018 Amount
Brain Injury Association of Durham Region	\$ 85,653
Community Development Council Durham	\$ 2,138,000
Community Living Durham North	\$ 164,000
Cornerstone Community Association	\$ 1,741,000
Denise House	\$ 91,000
Durham Mental Health Services	\$ 585,200
Durham Youth Housing & Support Services	\$ 455,000
John Howard Society of Durham	\$ 573,000
Muslim Welfare Centre Incorporated	\$ 1,052,600
North House Shelter	\$ 75,000
Salvation Army Ontario Centre-East Division	\$ 196,000
The Participation House Project	\$ 83,000
VHA Home Healthcare	\$ 174,000
Young Womens Christian Association	\$ 170,000
<b>Total:</b>	<b>\$ 7,583,453</b>

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 5                      New Position: 1 Program Assistant
- 2017 Full Time Staff = 4

**Performance Measurements:**

- ◆ Percentage of households assisted maintain tenancies.
- ◆ Percentage of households assisted obtain housing.

**PROGRAM 2  
COMMUNITY HOMELESSNESS PREVENTION INITIATIVE**

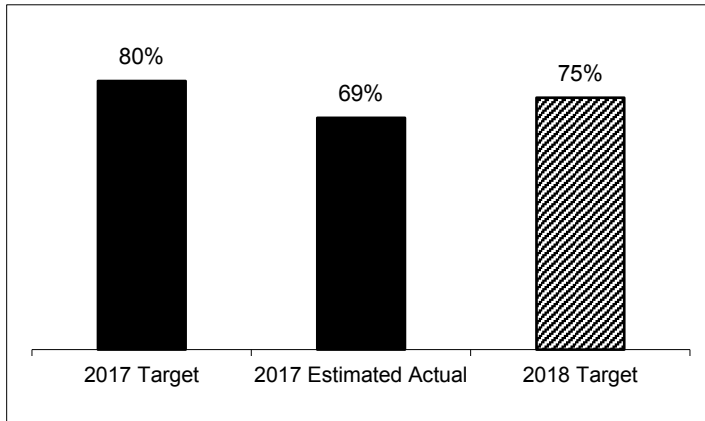


**2018 Program Detail**

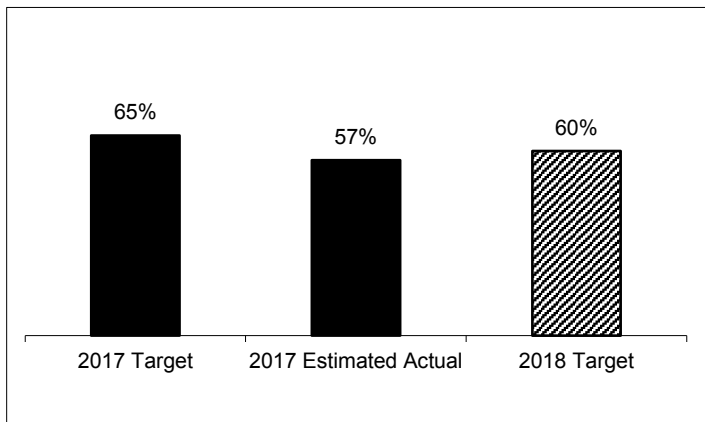
**Social Services - Housing  
Services**

**Performance Data:**

**Percentage of Households Assisted Maintain Tenancies**



**Percentage of Households Assisted Obtain Housing**



**PROGRAM 2**  
**COMMUNITY HOMELESSNESS PREVENTION INITIATIVE**



**2018 Program Detail**

**Social Services - Housing Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	417	437	448	42	490
Personnel Related	5	10	10	-	10
Communications	5	8	8	-	8
Contracted Services	6,582	6,377	6,377	1,206	7,583
<b>Operating Expenses Subtotal</b>	<b>7,009</b>	<b>6,832</b>	<b>6,843</b>	<b>1,248</b>	<b>8,091</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Social Assistance Charge	242	242	-	-	-
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>242</b>	<b>242</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Gross Operating Expenses</b>	<b>7,251</b>	<b>7,074</b>	<b>6,843</b>	<b>1,248</b>	<b>8,091</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	6	6
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>6</b>
<b>Total Expenses</b>	<b>7,251</b>	<b>7,074</b>	<b>6,843</b>	<b>1,254</b>	<b>8,097</b>
<b>Revenues</b>					
Provincial Subsidy - CHPI	(6,687)	(6,687)	(6,687)	(1,059)	(7,746)
<b>Total Revenues</b>	<b>(6,687)</b>	<b>(6,687)</b>	<b>(6,687)</b>	<b>(1,059)</b>	<b>(7,746)</b>
<b>Net Program Expenses</b>	<b>564</b>	<b>387</b>	<b>156</b>	<b>195</b>	<b>351</b>

## PROGRAM 3 DURHAM ACCESS TO SOCIAL HOUSING



### 2018 Program Detail

### Social Services - Housing Services

#### Purpose:

- ◆ To administer the centralized wait list for Rent-Geared-to-Income (RGI) housing.

#### Description of Program Activities:

- ◆ Manage the RGI wait list by offering applicants housing information and application assistance.
- ◆ Determine applicant eligibility for RGI in accordance with the Housing Services Act and Regional policies.
- ◆ Ensure policies and procedures are consistently applied.
- ◆ Provide information to the public on the application process.
- ◆ Update the wait list on an annual basis.
- ◆ Develop/improve policies and procedures.

#### Description of Program Resources:

- ◆ 2018 Full Time Staff = 1  
2017 Full Time Staff = 1

#### Performance Measurements:

- ◆ Percentage of new RGI applications acknowledged within 7 working days.
- ◆ Percentage of applications pending more than 20 days.
- ◆ Percentage of RGI applicant households registered on the Durham Access to Social Housing (DASH) vacancy system.

**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**

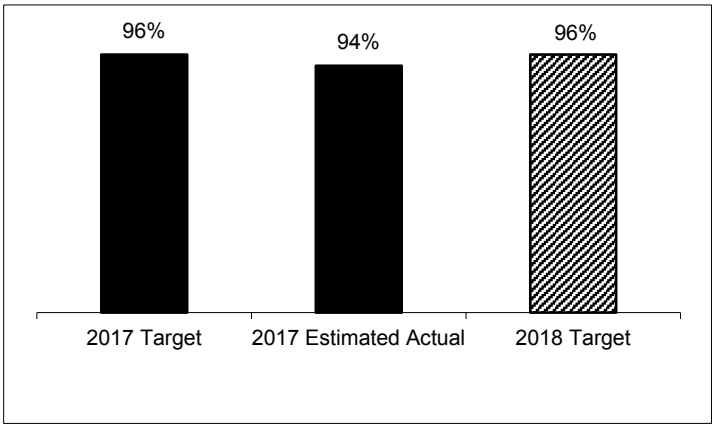


**2018 Program Detail**

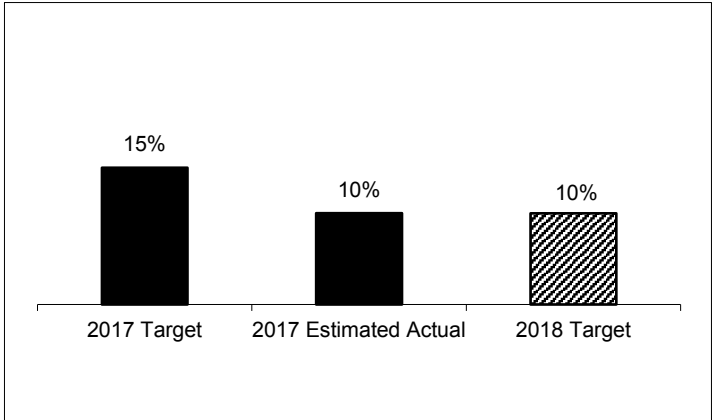
**Social Services - Housing Services**

**Performance Data:**

**Percentage of New Rent-Geared-to-Income Applications Acknowledged Within 7 Working Days**



**Percentage of Applications Pending More Than 20 Days**





**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**

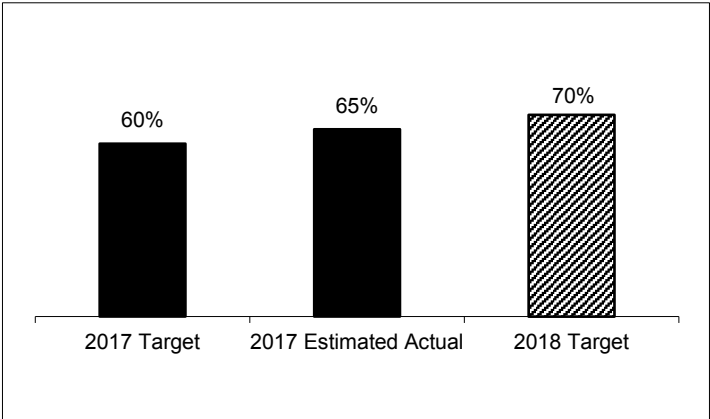


**2018 Program Detail**

**Social Services - Housing Services**

**Performance Data (continued):**

**Percentage of Households Registered on the DASH Vacancy System**



**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**



**2018 Program Detail**

**Social Services - Housing  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	80	82	84	-	84
Personnel Related	1	7	7	-	7
Communications	-	14	14	-	14
Materials & Services	8	12	12	-	12
Professional Services	-	15	15	-	15
<b>Net Program Expenses</b>	<b>89</b>	<b>130</b>	<b>132</b>	<b>-</b>	<b>132</b>

## PROGRAM 4 INVESTMENT IN AFFORDABLE HOUSING



### 2018 Program Detail

### Social Services - Housing Services

#### Purpose:

- ◆ To support the development of new housing initiatives across Durham Region under the Canada Mortgage and Housing Corporation (CMHC) - Ontario Affordable Housing Program (AHP), Investment in Affordable Housing (IAH) for Ontario Program and the IAH 2014 Extension Program.

#### Description of Program Activities:

- ◆ Implement the Program Delivery and Fiscal Plan for IAH funding for the period April 2014 - March 2020.
- ◆ Prepare and administer agreements with approved delivery agents/proponents/eligible participants.
- ◆ Monitor project activities and provide regular updates to the Ministry of Housing.
- ◆ Liaise with proponents regarding program requirements/project matters.
- ◆ Prepare project business cases, statistical analyses and other reports as required to Regional Council and the Ministry of Housing.

#### Description of Program Resources:

This program is 100% funded by the federal and provincial governments

- ◆ 2018 Full Time Staff = 1
- 2017 Full Time Staff = 1

#### Performance Measurements:

- ◆ 374 AHP/IAH rental units remain affordable under the program affordability period.
- ◆ Rental affordability improved for at least 660 waiting list applicants through the Durham Housing Benefit and Housing Allowance programs.
- ◆ 10 low income homeowners provided with down payment assistance through Habitat for Humanity Durham. Approximately 4 additional Habitat for Humanity Durham units to be available in 2018.
- ◆ Approximately 185 new rental units will be created during the period 2018 to 2021.

**PROGRAM 4  
INVESTMENT IN AFFORDABLE HOUSING**



**2018 Program Detail**

**Social Services - Housing  
Services**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	114	111	113	-	113
Outside Agency Expenses	33	33	33	-	33
Professional Services	33	34	33	(3)	30
<b>Operating Expenses Subtotal</b>	<b>180</b>	<b>178</b>	<b>179</b>	<b>(3)</b>	<b>176</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Housing Services Charge	68	68	68	-	68
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>-</b>	<b>68</b>
<b>Total Expenses</b>	<b>248</b>	<b>246</b>	<b>247</b>	<b>(3)</b>	<b>244</b>
<b>Revenues</b>					
Provincial Subsidy	(124)	(123)	(122)	-	(122)
Federal Subsidy	(124)	(123)	(122)	-	(122)
<b>Total Revenues</b>	<b>(248)</b>	<b>(246)</b>	<b>(244)</b>	<b>-</b>	<b>(244)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>(3)</b>	<b>-</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Social Services - Housing  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Social Services - Housing  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>121</b>	<b>121</b>	<b>111</b>	<b>12</b>	<b>123</b>



## **2018 Program Detail**

## **Social Services - Housing Services**

### **Purpose:**

- ◆ To provide effective property management services for the Durham Regional Local Housing Corporation (DRLHC).

### **Description of Program Activities:**

- ◆ Property Management Services for DRLHC as downloaded by the Province, including: tenant placement, rent collection, property maintenance, preventative maintenance, and capital planning.
- ◆ Rent-geared-to-income program delivery (e.g. income verification/rent calculation).
- ◆ Community development initiatives.
- ◆ Asset management by strategic asset management through capital planning.

### **Description of Program Resources:**

- ◆ 2018 Full Time Staff = 25  
2017 Full Time Staff = 25

### **Performance Measurements:**

- ◆ Average number of days to complete work orders.
- ◆ Vacancy loss as a percentage of rental revenue.
- ◆ Arrears as a percentage of rental revenue.

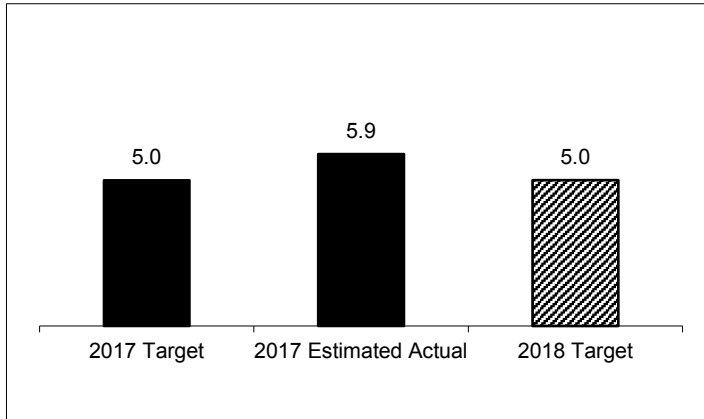


**2018 Program Detail**

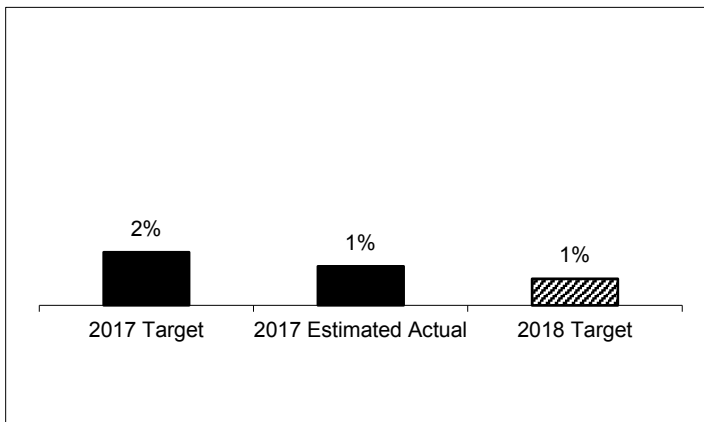
**Social Services - Housing Services**

**Performance Data:**

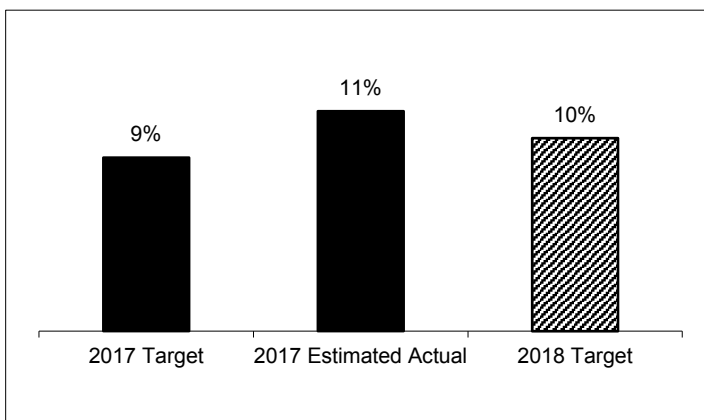
**Average Number of Days to Complete Work Orders**



**Vacancy Loss as a Percentage of Rental Revenue**



**Arrears as a Percentage of Rental Revenue**





**PROGRAM 6**  
**DRLHC - PROPERTY MANAGEMENT**



**2018 Program Detail**

**Social Services - Housing Services**

**DRLHC properties provide units for Rent-Geared-to-Income households at the following locations:**

<u>AREA MUNICIPALITY</u>	<u>ADDRESS/LOCATION</u>	<u>UNITS</u>
Ajax	655 Harwood Avenue South	129
Brock	103 Cameron Street West	26
	342 Main Street	32
Clarington	2 Nelson Street East	21
	4 Nelson Street East	14
Oshawa	Christine/Normandy/Nevis	42
	Lomond Street	18
	439 Dean Avenue	51
	155 King Street East	165
	Cedar/Carlton/Wasaga	35
	Linden/Poplar	32
	Malaga Road	65
	460 Normandy	30
	Birchcliffe/Lakeview/Ritson*	185
385 Beatrice Street East	50	
Pickering	1910 Faylee Crescent	36
	1330 Foxglove Avenue	36
Scugog	327 Kellet Street	30
	385 Rosa Street	38
Uxbridge	20 Perry Street*	56
Whitby	850 Green Street South	81
	409 Centre Street South	16
	315 Colborne Street West	105
Total		<u><u>1,293</u></u>

\* Includes 12 units in Oshawa and 5 units in Uxbridge. RGI Subsidy for these units are provided under the Strong Communities Rent Supplement Program.

**PROGRAM 6  
DRLHC PROPERTY MANAGEMENT**



**2018 Program Detail**

**Social Services - Housing  
Services**

Detailed Cost of Program:  (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,617	2,659	2,723	-	2,723
Personnel Related	26	23	23	-	23
Communications	3	-	-	-	-
Supplies	1	2	2	-	2
Headquarters Shared Costs	113	113	104	12	116
Materials & Services	1	-	-	-	-
Vehicle Operations	56	15	15	-	15
<b>Operating Expenses Subtotal</b>	<b>2,817</b>	<b>2,812</b>	<b>2,867</b>	<b>12</b>	<b>2,879</b>
<b>Transfers from Related Entities</b>					
Recovery from DRLHC	(2,528)	(2,524)	(2,574)	(12)	(2,586)
<b>Transfers from Related Entities Subtotal</b>	<b>(2,528)</b>	<b>(2,524)</b>	<b>(2,574)</b>	<b>(12)</b>	<b>(2,586)</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Strong Communities					
Rent Supplement	(221)	(220)	(225)	-	(225)
Recovery - Provincial					
Downloading (IAH)	(68)	(68)	(68)	-	(68)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(289)</b>	<b>(288)</b>	<b>(293)</b>	<b>-</b>	<b>(293)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## **2018 Program Detail**

## **Social Services - Housing Services**

### **Purpose:**

- ◆ To provide cost-pass-through property management services for the City of Oshawa.

### **Description of Program Activities:**

- ◆ Tenant placement and property management (e.g. rent collection/calculation).
- ◆ Asset maintenance and capital planning.

### **Description of Program Resources:**

- ◆ Staff from the DRLHC (Program 6) provide services for this program as part of their responsibilities.

### **Performance Measurements:**

- ◆ See the DRLHC (Program 6) performance measures.

### **Performance Data:**

- ◆ See the DRLHC (Program 6) performance data.



**2018 Program Detail**

**Social Services - Housing Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	9	9	9	-	9
<b>Total Expenses</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>	<b>9</b>
<b>Revenues</b>					
Fees & Service Charges	(9)	(9)	(9)	-	(9)
<b>Total Revenues</b>	<b>(9)</b>	<b>(9)</b>	<b>(9)</b>	<b>-</b>	<b>(9)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## TANGIBLE CAPITAL ASSETS - NEW



**2018 Business Plan**

**Social Services - Housing Services**

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

**MACHINERY & EQUIPMENT**

		\$		\$
<b><u>Community Homelessness Prevention Initiative Administration - Program 2</u></b>				
1	Desktop Computers (includes monitor)	1	950	950
2	Workstation	1	5,000	5,000
			5,950	5,950

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



## 2018 Program Detail

## Social Services - Housing Services

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

**MACHINERY & EQUIPMENT**

		\$	\$
<b><u>Social Housing Administration - Program 1</u></b>			
1	Desktop Computers	9	700
2	Tablets	3	1,500
			<b>10,800</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**LONG TERM CARE AND SERVICES FOR SENIORS**

	<u>Page Number</u>
<b>STRATEGIC PLANNING</b> .....	<b>536</b>
 <b><u>LTC ADMINISTRATION</u></b>	
<b>PROGRAM SUMMARY</b> .....	<b>538</b>
 <b>PROGRAM DETAILS</b>	
1. Divisional Administration .....	539
2. Homemakers Services .....	542
Tangible Capital Assets - Replacement .....	545



2018 Business Plan

Social Services - LTC & Services for Seniors

Major Services & Activities

Nursing and Personal Care

◆ Provide 24 hour quality medical, nursing and personal care, including risk management, for four Long-Term Care homes with 847 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment.

High Intensity Needs

◆ Provide Long-Term Care residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home.

Resident Care Program Support

◆ Provide quality recreational programs, therapy services, social work and spiritual care services as well as volunteer services for residents who suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment.

Raw Food

◆ Administer the Raw Food Program, which primarily reflects the expenses and subsidy associated with the provision of nutrition for residents.

Other Accommodation

◆ General business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services.

Adult Day Program

◆ Provide day programs to meet the needs of the frail, physically disabled and/or cognitively impaired adults living in the community.





**2018 Business Plan**

**Social Services - LTC & Services for Seniors**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal B.5 - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>♦ Advocate for an increase in the number of long-term care beds in the Region to meet the growing needs of seniors.                             <ul style="list-style-type: none"> <li>- Meet with appropriate officials at LHIN/MOHLTC to gain further insight into the demand vs. supply of LTC beds in the Region and future intent re: building new LTC beds</li> </ul> </li> </ul>	

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - LTC & Services For Seniors (LTC Administration)

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Divisional Administration					
Operating	1,163	1,165	1,191	-	1,191
Tangible Capital Assets	3	3	6	-	6
Divisional Administration Subtotal	1,166	1,168	1,197	-	1,197
2 Homemakers Services	5	20	20	-	20
<b>Net Program Expenses</b>	<b>1,171</b>	<b>1,188</b>	<b>1,217</b>	<b>-</b>	<b>1,217</b>

#### Summary of Increase (Decrease)

	\$29	
	2.44%	
		\$29
		2.44%

#### Summary of Base Budget Changes

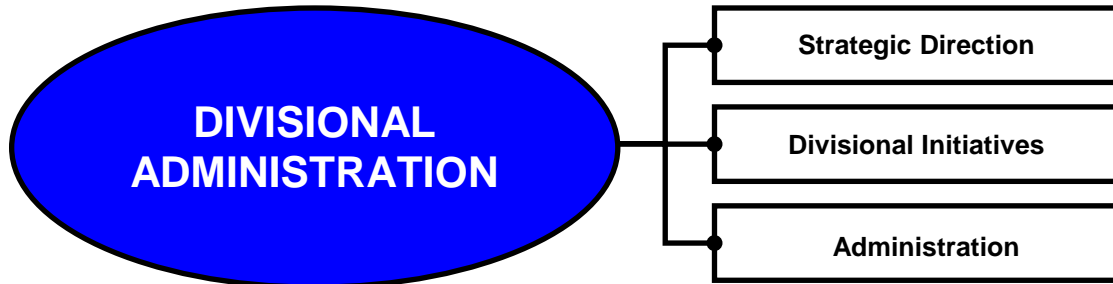
	\$	Comments
Salaries & Benefits	20	Economic increases
Operating Expenses	6	Economic Increase Inter-departmental Transfer - Social Assistance
Tangible Capital Assets - Replacement	3	Increased requirement
	<u>29</u>	

# PROGRAM 1 DIVISIONAL ADMINISTRATION



## 2018 Program Detail

## Social Services - LTC & Services For Seniors (LTC Administration)



### Purpose:

- ◆ To provide strategic direction, develop and promote divisional initiatives and provide administrative support to the Region's four long-term care (LTC) homes.

### Description of Program Activities:

- ◆ **Director:** Provides strategic direction on issues relating to resident care and services, general operating concerns, Ministry of Health and Long-Term Care (MOHLTC) legislation, and financial and budget management.
- ◆ **Manager of Quality and Clinical Integration:** Provides guidance and oversight on quality improvement initiatives including best practices, Health Quality Ontario's Residents' First initiative, Municipal Benchmarking Network Canada (MBN Canada), and a variety of other projects which promote resident-focused care and services within all four homes.
- ◆ **Advisor - Seniors' Safety:** Provides advice utilizing evidence-based practice, research and innovation. The position provides resident, family and staff education and support related to awareness and prevention of elder abuse.
- ◆ **Administrative Staff:** Provides administrative support to the LTC Administration management team as well as directly to the homes.
- ◆ **Training Specialist:** Coordinates and delivers general orientation and mandatory training to all divisional staff.
- ◆ **Occupational Health Nurse:** Conducts new employee and new volunteer medicals, coordinates programs for the division including: influenza clinics, respirator-fit testing, and various wellness events.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 7
- ◆ 2017 Full Time Staff = 7

### Performance Measurements:

- ◆ Accreditation Status
- ◆ Operating Cost per Facility Bed Day (CMI Adjusted)



**2018 Program Detail**

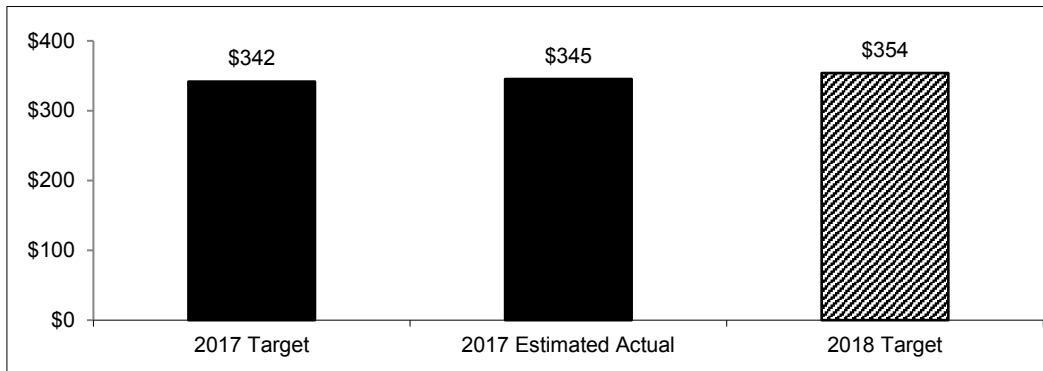
**Social Services - LTC & Services  
For Seniors (LTC Administration)**

**Performance Data:**

**Accreditation Status**

Fairview Lodge	Accredited with Exemplary Standing	2013-2018 *
Hillsdale Estates	Accredited with Exemplary Standing	2015-2019
Hillsdale Terraces	Accredited with Exemplary Standing	2014-2018
Lakeview Manor	Accredited with Exemplary Standing	2013-2018 *
* Extended to May 2018		

**Operating Cost per Facility Bed Day (CMI Adjusted)**



**PROGRAM 1  
DIVISIONAL ADMINISTRATION**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (LTC Administration)**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	874	893	913	-	913
Personnel Related	39	43	43	-	43
Communications	11	4	4	-	4
Supplies	9	9	9	-	9
Materials & Services	16	-	-	-	-
Professional Services	-	2	2	-	2
<b>Operating Expenses Subtotal</b>	<b>949</b>	<b>951</b>	<b>971</b>	<b>-</b>	<b>971</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Social Assistance Charge	214	214	220	-	220
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>214</b>	<b>214</b>	<b>220</b>	<b>-</b>	<b>220</b>
<b>Gross Operating Expenses</b>	<b>1,163</b>	<b>1,165</b>	<b>1,191</b>	<b>-</b>	<b>1,191</b>
<b>Tangible Capital Assets</b>					
Replacement	3	3	6	-	6
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>-</b>	<b>6</b>
<b>Net Program Expenses</b>	<b>1,166</b>	<b>1,168</b>	<b>1,197</b>	<b>-</b>	<b>1,197</b>



## **2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (LTC Administration)**

### **Purpose:**

- ◆ Purchase homemaking services for low income persons in need, as determined by, and in accordance with, the Homemakers and Nurses' Act, to facilitate the frail, elderly and ill/disabled persons remaining in their own homes.

### **Description of Program Activities:**

- ◆ This program has an 80/20 cost sharing formula with the Province (Ministry of Health and Long-Term Care) funding 80 per cent of the costs.
- ◆ Staff contract for the provision of homemaking services to assist low income persons, primarily seniors and the disabled, with meal preparation and light housecleaning.
- ◆ Staff maintain Purchase of Service Agreements with the following community home care agencies to provide these services:
  - ◆ DHS Health Care Services
  - ◆ We Care Home Health Services
  - ◆ Para-Med Home Health Care Services - Oshawa
  - ◆ Saint Elizabeth Health Care
  - ◆ VHA Home Healthcare

### **Description of Program Resources:**

- ◆ 1 staff in the Divisional Administration Program oversee the contracts for these services as part of their responsibilities.

### **Performance Measurements:**

- ◆ Hours of service provided
- ◆ Cost per hour of service
- ◆ Gross cost of program

# PROGRAM 2 HOMEMAKERS SERVICES

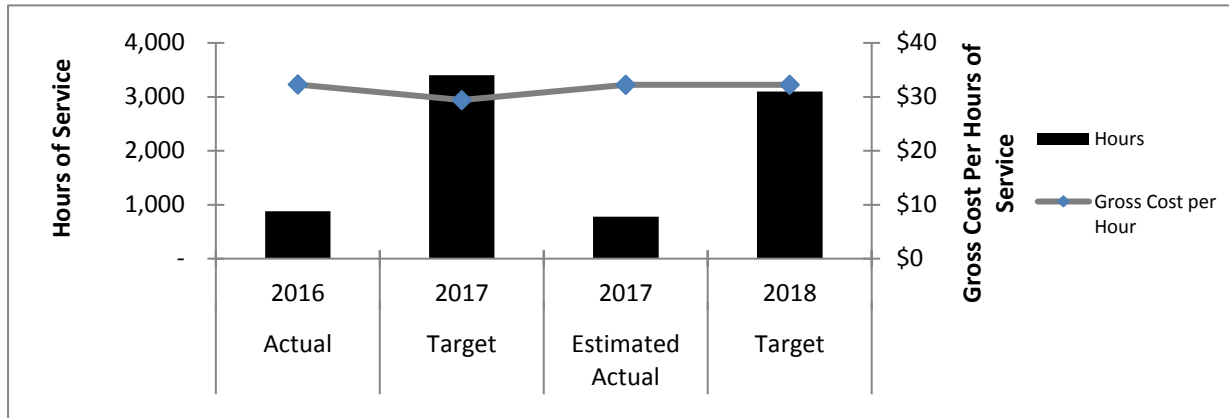


## 2018 Program Detail

Social Services - LTC & Services  
For Seniors (LTC Administration)

### Performance Data:

#### Hours of Service Provided and Cost per Hour of Service



#### Gross Cost of Program

	<u>Actual</u> <u>2016</u>	<u>Target</u> <u>2017</u>	<u>Estimated</u> <u>Actual</u> <u>2017</u>	<u>Target</u> <u>2018</u>
Hours of Service provided:	880	3,400	775	3,100
Gross Cost of Program:	\$28,409	\$100,000	\$25,000	\$100,000
Gross Cost per Hour of Service:	\$32.28	\$29.41	\$32.26	\$32.26

**PROGRAM 2  
HOMEMAKERS SERVICES**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (LTC Administration)**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contracted Services	25	100	100	-	100
<b>Total Expenses</b>	<b>25</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>100</b>
<b>Revenues</b>					
Provincial Subsidy	(20)	(80)	(80)	-	(80)
<b>Total Revenues</b>	<b>(20)</b>	<b>(80)</b>	<b>(80)</b>	<b>-</b>	<b>(80)</b>
<b>Net Program Expenses</b>	<b>5</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>20</b>



## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2018 Program Detail

Social Services - LTC & Services For  
Seniors (LTC Administration)

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Divisional Administration - Program 1</u></b>			
1 Desktop Computers & Monitors	4	950	3,800
2 Laptop	1	1,500	1,500
3 Furniture	1	300	300
			<b>5,600</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**FAIRVIEW LODGE**

	<u>Page Number</u>
<b>PROGRAM SUMMARY .....</b>	<b>547</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>549</b>
<b>PROGRAM DETAILS</b>	
1. Nursing and Personal Care.....	552
2. Specialized Medical Services .....	558
3. Resident Care Program Support.....	560
4. Raw Food .....	563
5. Other Accommodation .....	566
Tangible Capital Assets - Replacement.....	571

## PROGRAM SUMMARY



# 2018 Business Plan

## Social Services - LTC & Services For Seniors (Fairview Lodge)

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	13,664	13,061	13,309	70	13,379
2 Specialized Medical Services	127	54	54	-	54
3 Resident Care Program Support (RCPS)	1,310	1,377	1,404	87	1,491
4 Raw Food	934	987	987	-	987
5 Other Accommodation					
Administration	1,050	1,066	1,089	37	1,126
Debt Charges	1,020	1,020	1,020	-	1,020
Food Services	2,492	2,690	2,717	(65)	2,652
Environmental Services	4,142	4,368	4,290	33	4,323
Other Accommodation Subtotal	8,704	9,144	9,116	5	9,121
<b>Operating Subtotal</b>	<b>24,739</b>	<b>24,623</b>	<b>24,870</b>	<b>162</b>	<b>25,032</b>
<b>Tangible Capital Assets:</b>					
5 New - Other Accommodation	20	20	-	-	-
1 Replacement - NPC	20	20	101	-	101
3 Replacement - RCPS	-	-	5	-	5
5 Replacement - Other Accommodation	8	8	49	-	49
<b>Tangible Capital Assets Subtotal</b>	<b>48</b>	<b>48</b>	<b>155</b>	<b>-</b>	<b>155</b>
<b>Total Program Expenses</b>	<b>24,787</b>	<b>24,671</b>	<b>25,025</b>	<b>162</b>	<b>25,187</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(4,406)	(4,378)	(4,450)	(10)	(4,460)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(7,243)	(7,334)	(7,252)	(113)	(7,365)
2 Specialized Medical Services	(119)	(50)	(50)	-	(50)
3 Resident Care Program Support	(860)	(857)	(864)	(10)	(874)
4 Raw Food	(631)	(614)	(650)	(3)	(653)
5 Other Accommodation	(1,423)	(1,442)	(1,404)	(20)	(1,424)
<b>Provincial Subsidy Subtotal</b>	<b>(10,276)</b>	<b>(10,297)</b>	<b>(10,220)</b>	<b>(146)</b>	<b>(10,366)</b>

## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - LTC & Services For Seniors (Fairview Lodge)

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
3 Resident Care Program Support	(5)	(7)	(7)	-	(7)
4 Raw Food	(79)	(70)	(70)	(8)	(78)
5 Other Accommodation	(29)	(30)	(30)	-	(30)
<b>Other Revenue Subtotal</b>	<b>(113)</b>	<b>(107)</b>	<b>(107)</b>	<b>(8)</b>	<b>(115)</b>
<b>Total Revenue Programs</b>	<b>(14,795)</b>	<b>(14,782)</b>	<b>(14,777)</b>	<b>(164)</b>	<b>(14,941)</b>
<b>Net Program Expenses</b>	<b>9,992</b>	<b>9,889</b>	<b>10,248</b>	<b>(2)</b>	<b>10,246</b>

#### Summary of Increase (Decrease)

	<b>\$359</b>	
	<b>3.63%</b>	
		<b>\$357</b>
		<b>3.61%</b>

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	368	Economic increases
Operating Expenses	(47)	Utility savings
Operating Expenses	3	Inflationary increases (other)
Minor Assets & Equipment	8	Increased requirements
Major Repairs & Renovations	(85)	Remove one-time items (various)
Tangible Capital Assets - New	(20)	Remove one-time items (various)
Tangible Capital Assets - Replacement	127	Increased requirements
Provincial Subsidy	77	Provincial funding formula
Revenue from Residents	(72)	Provincial funding formula
	<b>359</b>	

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Social Services - LTC & Services For Seniors (Fairview Lodge)

(\$,000's)

### Nursing and Personal Care (NPC)

♦ Education & Training: One-time increase for training costs related to the new Electronic Health Record system.	70
	70

### Resident Care Program Support (RCPS)

#### **Recreation Services**

♦ Position Transfer: 1 Food Service Aide (FSA) from Food Services due to Divisional restructuring (\$65k) and reclassified to a Recreation Programmer (\$7k).	72
♦ Decrease Part-time hours for Recreation Programmer to offset reclassification of Full Time FSA position to a Recreation Programmer.	(7)
♦ Program Supplies: Increase in supplies to provide an onsite horticultural program for residents.	7
	Subtotal 72

#### **Therapy Services**

♦ Purchased Services: Occupational Therapist Mental Health Specialist to assist in the development, implementation and documentation of outcomes of programs for residents.	15
	Subtotal 15
	87

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Social Services - LTC & Services For Seniors (Fairview Lodge)

(\$,000's)

### Other Accommodation

**Home Administration**

◆ Hardware - Software Maintenance: Increase for new Electronic Health Record Software.	37
Subtotal	37

**Food Services**

◆ Position Transfer: 1 Food Service Aide to Recreation Services due to Divisional restructuring.	(65)
◆ Position Transfer: 1 Food Service Aide to Hillsdale Estates due to Divisional restructuring.	(65)
◆ Increase Part-time hours for Food Service Aide to assist with increased in-house production and receiving related to food services.	65
Subtotal	(65)

**Environmental Services**

◆ Life Safety Systems Maintenance & Repairs: Increase for the supply and installation of carbon monoxide detectors.	15
◆ Equipment Rentals: Increase for security camera system required to enable staff to review unwitnessed resident incidents and provide an added layer of safety and security in the home.	8
◆ Minor Assets & Equipment: Wander Management System upgrade.	10
Subtotal	33

5

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - LTC & Services For Seniors (Fairview Lodge)

(\$,000's)

#### Revenues

**Revenue from Residents:**

**Other Accommodation**

- ◆ Preferred Accommodation: Increase to reflect actual and anticipated revenues. (10)

**Provincial Subsidy:**

**Nursing and Personal Care**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2018. (101)
- ◆ Anticipated increase in per diem funding effective April 1, 2018 due to anticipated increase in the Case Mix Index (CMI) . (12)

**Resident Care Program Support**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2018. (10)

**Raw Food**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2018. (3)

**Other Accommodation**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2018. (20)

Subtotal (146)

**Other Revenue:**

**Raw Food**

- ◆ Increase in Health Pro Revenue to reflect actual revenues. (8)

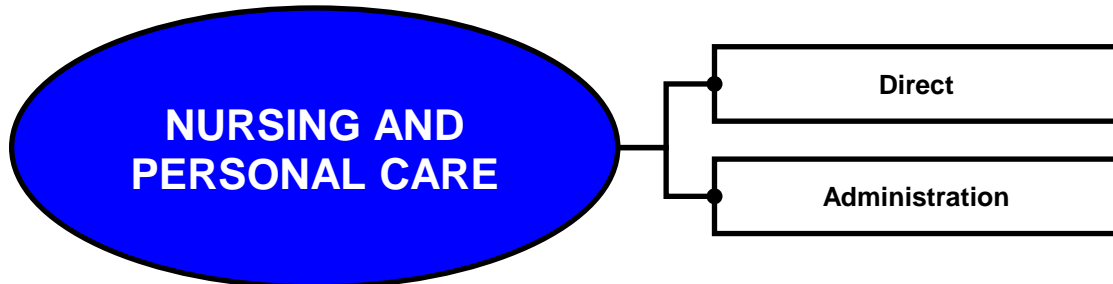
(164)

**Total Program Changes** (2)



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**



**Purpose:**

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 198 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director, in collaboration with the Nurse Practitioner, ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.





**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

**Description of Program Activities (continued):**

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 93.5  
2017 Full Time Staff = 93.5



## 2018 Program Detail

### Social Services - LTC & Services For Seniors (Fairview Lodge)

#### Performance Measurements:

##### Overview

- ◆ Fairview Lodge is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Fairview Lodge achieved a 4 year Accreditation with Exemplary Standing in 2013 with an extension to May 2018.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

##### Quality and Risk Management Indicators

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

##### Resource Utilization Groups (RUGS) Case Mix Index (CMI)

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Fairview Lodge has not been informed by the Province of its new CMI which will come into effect April 1, 2018. The current CMI of 96.7 will remain in effect until March 31, 2018. It is anticipated that the CMI will increase to 96.92 effective April 1, 2018.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

**Performance Measurements (continued):**

**Average Occupancy**

- Fairview Lodge continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Fairview Lodge.

		<b>Fairview Lodge</b>
	2017 Target	99.5%
	2017 Estimated Actual	99.2%
	2018 Target	99.5%

**Annual Resident and Family Overall Satisfaction with Care and Service Delivery**

- As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Fairview Lodge's 2017 survey results showed a 87.5 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Fairview's results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Fairview Lodge has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

**Performance Measurements (continued):**

**Hours of Nursing and Personal Care per Resident per Day**

<b>Fairview Lodge Paid Hours</b>	
2017 Target	3.43
2017 Estimated Actual	3.43
2018 Target	3.43

- ◆ Fairview Lodge is committed to providing the highest quality of care to its residents. The staffing dollars enable Fairview Lodge to provide 3.43 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Fairview Lodge staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

**Per Diem**

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2018 Program Detail**

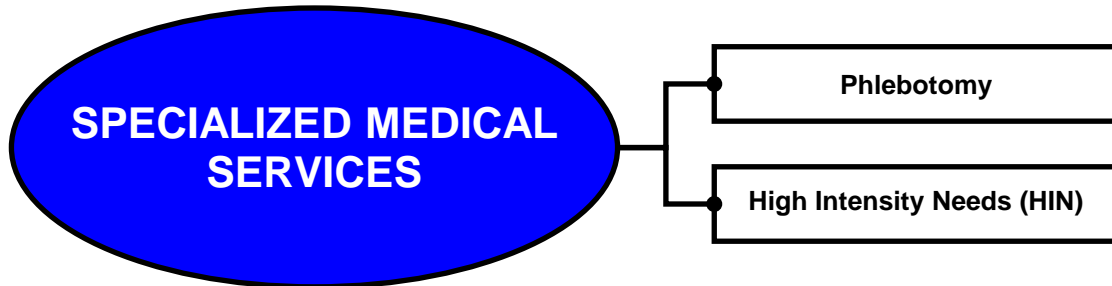
**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	13,266	12,636	12,878	-	12,878
Personnel Related	6	7	5	70	75
Supplies	3	5	5	-	5
Medical Care	328	351	351	-	351
Computer Maintenance & Operations	-	1	1	-	1
Materials & Services	9	9	9	-	9
Professional Services	48	48	48	-	48
Minor Assets & Equipment	4	4	12	-	12
<b>Gross Operating Expenses</b>	<b>13,664</b>	<b>13,061</b>	<b>13,309</b>	<b>70</b>	<b>13,379</b>
<b>Tangible Capital Assets</b>					
Replacement	20	20	101	-	101
<b>Total Tangible Capital Assets</b>	<b>20</b>	<b>20</b>	<b>101</b>	<b>-</b>	<b>101</b>
<b>Total Expenses</b>	<b>13,684</b>	<b>13,081</b>	<b>13,410</b>	<b>70</b>	<b>13,480</b>
<b>Revenues</b>					
Provincial Subsidy-One Time	(5)	(5)	-	-	-
Provincial Subsidy	(7,238)	(7,329)	(7,252)	(113)	(7,365)
<b>Total Revenues</b>	<b>(7,243)</b>	<b>(7,334)</b>	<b>(7,252)</b>	<b>(113)</b>	<b>(7,365)</b>
<b>Net Program Expenses</b>	<b>6,441</b>	<b>5,747</b>	<b>6,158</b>	<b>(43)</b>	<b>6,115</b>



2018 Program Detail

Social Services - LTC & Services  
For Seniors (Fairview Lodge)



**Purpose:**

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

**Description of Program Activities:**

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. This service is a cost shared service.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

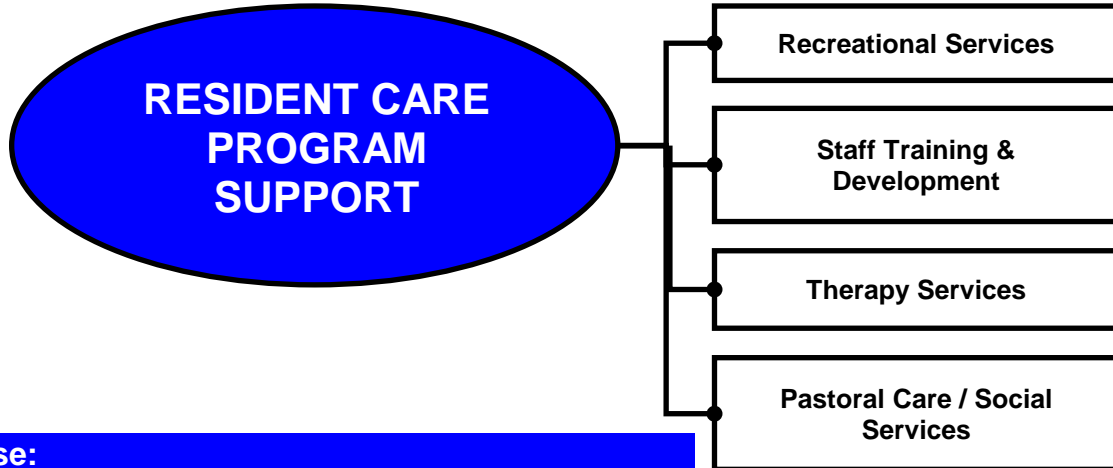
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	100	-	-	-	-
Medical Care	27	54	54	-	54
<b>Total Expenses</b>	<b>127</b>	<b>54</b>	<b>54</b>	<b>-</b>	<b>54</b>
<b>Revenues</b>					
Provincial Subsidy	(119)	(50)	(50)	-	(50)
<b>Total Revenues</b>	<b>(119)</b>	<b>(50)</b>	<b>(50)</b>	<b>-</b>	<b>(50)</b>
<b>Net Program Expenses</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>4</b>

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2018 Program Detail

## Social Services - LTC & Services For Seniors (Fairview Lodge)



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 198 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Fairview Lodge provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.



# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2018 Program Detail

## Social Services - LTC & Services For Seniors (Fairview Lodge)

### Description of Program Activities (continued):

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 10.0      Position Transfer: 1 Food Service Aide from Food Services
- ◆ 2017 Full Time Staff = 9.0      Position Reclassification: 1 Food Service Aide to a Recreation Programmer

### Performance Measurements:

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2018 Program Detail**

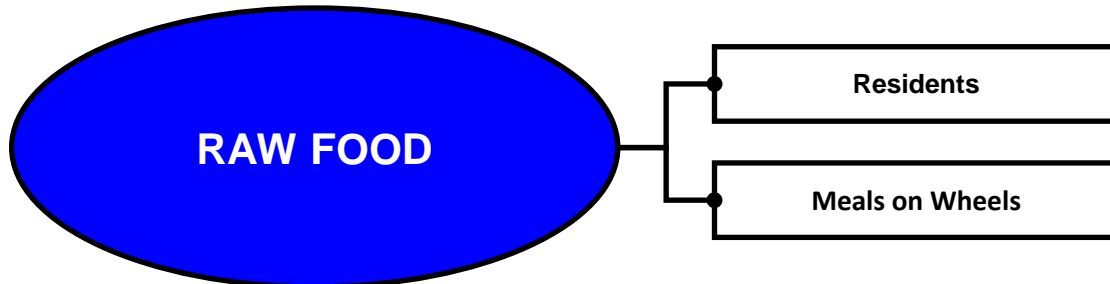
**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,080	1,146	1,165	65	1,230
Personnel Related	1	1	1	-	1
Communications	1	2	2	-	2
Supplies	68	69	69	7	76
Materials & Services	-	1	1	15	16
Professional Services	160	158	161	-	161
Minor Assets & Equipment	-	-	5	-	5
<b>Gross Operating Expenses</b>	<b>1,310</b>	<b>1,377</b>	<b>1,404</b>	<b>87</b>	<b>1,491</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	5	-	5
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>5</b>
<b>Total Expenses</b>	<b>1,310</b>	<b>1,377</b>	<b>1,409</b>	<b>87</b>	<b>1,496</b>
<b>Revenues</b>					
Provincial Subsidy	(860)	(857)	(864)	(10)	(874)
Sundry Revenue	(5)	(7)	(7)	-	(7)
<b>Total Revenues</b>	<b>(865)</b>	<b>(864)</b>	<b>(871)</b>	<b>(10)</b>	<b>(881)</b>
<b>Net Program Expenses</b>	<b>445</b>	<b>513</b>	<b>538</b>	<b>77</b>	<b>615</b>



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

**Description of Program Activities (continued):**

**Historical Diet Levels  
Number of Residents**

	<b>2016</b>	<b>2017</b>
High Nutritional Risk	90	105
Texture Modified (e.g. minced, pureed)	65	68
Therapeutic (e.g. diabetic, renal, gluten free)	86	94
Nutritional Supplements	71	80

Statistical information in the above table provided by Fairview Lodge

- ◆ As the above table shows, Fairview Lodge continues to have a large number of residents requiring specialized diets. The 2017 figures indicate that 53 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Fairview Lodge resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 46 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Fairview Lodge resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals for the outreach program "Meals on Wheels". As the nutritional needs of the community are also changing the number of special diets required for participants of the Meals on Wheels program has grown.

**Performance Measurements:**

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2018 Program Detail**

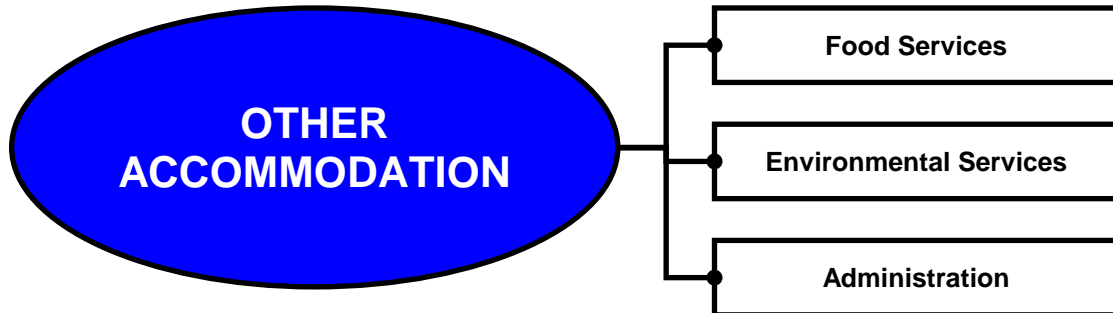
**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Food	931	978	978	-	978
Medical Care	3	9	9	-	9
<b>Total Expenses</b>	<b>934</b>	<b>987</b>	<b>987</b>	<b>-</b>	<b>987</b>
<b>Revenues</b>					
Provincial Subsidy	(631)	(614)	(650)	(3)	(653)
Fees & Service Charges	(79)	(70)	(70)	(8)	(78)
<b>Total Revenues</b>	<b>(710)</b>	<b>(684)</b>	<b>(720)</b>	<b>(11)</b>	<b>(731)</b>
<b>Net Program Expenses</b>	<b>224</b>	<b>303</b>	<b>267</b>	<b>(11)</b>	<b>256</b>



2018 Program Detail

Social Services - LTC & Services  
For Seniors (Fairview Lodge)



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2018 Program Detail

### Social Services - LTC & Services For Seniors (Fairview Lodge)

#### Description of Program Activities (continued):

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Electronic Resident Record Meal Metrics Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

#### Description of Program Resources:

- ◆ 2018 Full Time Staff = 46.0      Position Transfers: 1 Food Service Aide to Recreation Services, 1 Food Service Aide to Hillsdale Estates
- ◆ 2017 Full Time Staff = 48.0



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

**Performance Measurements:**

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.



**PROGRAM 5  
OTHER ACCOMMODATION**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	5,594	5,782	5,889	(65)	5,824
Personnel Related	47	58	58	-	58
Communications	56	75	75	(3)	72
Supplies	231	190	190	3	193
Utilities	648	693	646	-	646
Medical Care	24	40	40	-	40
Computer Maintenance & Operations	43	44	44	37	81
Materials & Services	414	481	481	-	481
Buildings & Grounds Operations	358	464	464	11	475
Equipment Maintenance & Repairs	130	157	157	8	165
Vehicle Operations	-	2	2	-	2
Debt Charges	1,020	1,020	1,020	-	1,020
Professional Services	5	8	9	-	9
Financial Expenses	30	30	31	-	31
Minor Assets & Equipment	15	15	10	10	20
Major Repairs & Renovations	85	85	-	-	-
<b>Operating Expenses Subtotal</b>	<b>8,700</b>	<b>9,144</b>	<b>9,116</b>	<b>1</b>	<b>9,117</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works-Ajax WSP-Labour Charge	4	-	-	4	4
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>4</b>
<b>Gross Operating Expenses</b>	<b>8,704</b>	<b>9,144</b>	<b>9,116</b>	<b>5</b>	<b>9,121</b>
<b>Tangible Capital Assets</b>					
New	20	20	-	-	-
Replacement	8	8	49	-	49
<b>Total Tangible Capital Assets</b>	<b>28</b>	<b>28</b>	<b>49</b>	<b>-</b>	<b>49</b>
<b>Total Expenses</b>	<b>8,732</b>	<b>9,172</b>	<b>9,165</b>	<b>5</b>	<b>9,170</b>

**PROGRAM 5  
OTHER ACCOMMODATION**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(1,423)	(1,442)	(1,404)	(20)	(1,424)
Resident Fees - Basic and Preferred Accommodation	(4,406)	(4,378)	(4,450)	(10)	(4,460)
Other Revenue - Cable TV	(29)	(30)	(30)	-	(30)
<b>Total Revenues</b>	<b>(5,858)</b>	<b>(5,850)</b>	<b>(5,884)</b>	<b>(30)</b>	<b>(5,914)</b>
<b>Net Program Expenses</b>	<b>2,874</b>	<b>3,322</b>	<b>3,281</b>	<b>(25)</b>	<b>3,256</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2018 Program Detail

Social Services - LTC & Services  
For Seniors (Fairview Lodge)

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b>Nursing and Personal Care - Program 1</b>			
1 Specialty Surfaces	5	2,000	10,000
2 Ho-Low Beds	16	2,500	40,000
3 Ceiling Lift Heads	17	2,500	42,500
4 Floor/Sit to Stand Lifts	2	4,000	8,000
			<u>100,500</u>
<b>Resident Care Program Support - Program 3</b>			
5 Tablets	1	1,400	1,400
6 Therapeutic Equipment	1	4,000	4,000
			<u>5,400</u>
<b>Other Accommodation - Program 5</b>			
7 Desktops Computers and Monitors	33	950	31,350
8 Laptop Computers	8	1,500	12,000
9 Commercial Food Blazer	1	5,500	5,500
			<u>48,850</u>
			<b>154,750</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**HILLSDALE ESTATES**

	<u>Page Number</u>
<b>PROGRAM SUMMARY .....</b>	<b>573</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>575</b>
<b>PROGRAM DETAILS</b>	
1. Nursing and Personal Care.....	578
2. Specialized Medical Services .....	584
3. Resident Care Program Support.....	586
4. Raw Food .....	589
5. Other Accommodation .....	592
Tangible Capital Assets - New .....	597
Tangible Capital Assets - Replacement.....	598

## PROGRAM SUMMARY



# 2018 Business Plan

## Social Services - LTC & Services For Seniors (Hillsdale Estates)

By Program	2017		2018		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	18,716	18,181	18,641	463	19,104
2 Specialized Medical Services	46	125	125	(50)	75
3 Resident Care Program Support (RCPS)	1,459	1,472	1,506	71	1,577
4 Raw Food	1,748	1,751	1,838	-	1,838
5 Other Accommodation					
Administration	1,227	1,192	1,217	54	1,271
Debt Charges	836	835	836	-	836
Food Services	3,310	3,203	3,247	-	3,247
Environmental Services	5,420	5,609	5,605	33	5,638
Other Accommodation Subtotal	10,793	10,839	10,905	87	10,992
<b>Operating Subtotal</b>	<b>32,762</b>	<b>32,368</b>	<b>33,015</b>	<b>571</b>	<b>33,586</b>
<b>Tangible Capital Assets:</b>					
5 New - Other Accommodation	150	150	-	330	330
1 Replacement - NPC	121	121	171	27	198
3 Replacement - RCPS	10	10	-	-	-
5 Replacement - Other Accommodation	166	166	92	-	92
<b>Tangible Capital Assets Subtotal</b>	<b>447</b>	<b>447</b>	<b>263</b>	<b>357</b>	<b>620</b>
<b>Total Program Expenses</b>	<b>33,209</b>	<b>32,815</b>	<b>33,278</b>	<b>928</b>	<b>34,206</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(7,430)	(7,328)	(7,437)	(35)	(7,472)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(10,905)	(10,963)	(10,933)	(503)	(11,436)
2 Specialized Medical Services	(42)	(120)	(120)	50	(70)
3 Resident Care Program Support	(1,303)	(1,298)	(1,309)	(16)	(1,325)
4 Raw Food	(955)	(930)	(985)	(5)	(990)
5 Other Accommodation	(1,335)	(1,392)	(1,336)	(30)	(1,366)
<b>Provincial Subsidy Subtotal</b>	<b>(14,540)</b>	<b>(14,703)</b>	<b>(14,683)</b>	<b>(504)</b>	<b>(15,187)</b>

## PROGRAM SUMMARY

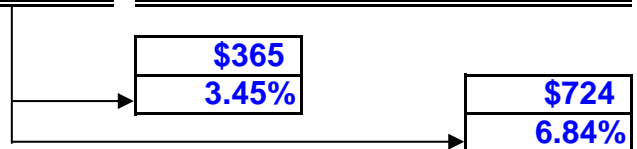


### 2018 Business Plan

### Social Services - LTC & Services For Seniors (Hillsdale Estates)

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
1 Nursing and Personal Care	(4)	(6)	(6)	-	(6)
3 Resident Care Program Support	(7)	(7)	(7)	-	(7)
4 Raw Food	(163)	(143)	(147)	(30)	(177)
5 Other Accommodation	(88)	(49)	(54)	-	(54)
<b>Other Revenue Subtotal</b>	<b>(262)</b>	<b>(205)</b>	<b>(214)</b>	<b>(30)</b>	<b>(244)</b>
<b>Total Revenue Programs</b>	<b>(22,232)</b>	<b>(22,236)</b>	<b>(22,334)</b>	<b>(569)</b>	<b>(22,903)</b>
<b>Net Program Expenses</b>	<b>10,977</b>	<b>10,579</b>	<b>10,944</b>	<b>359</b>	<b>11,303</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	480	Economic increases
Salaries & Benefits	183	Annualization - 5 positions
Operating Expenses	(68)	Utility savings
Operating Expenses	92	Inflationary increases (other)
Minor Assets & Equipment	(40)	Remove one-time items (various)
Tangible Capital Assets - New	(150)	Remove one-time items (various)
Tangible Capital Assets - Replacement	(34)	Remove one-time items (various)
Revenue from Residents	(109)	Provincial funding formula
Provincial Subsidy	20	Provincial funding formula
Other Revenue	(9)	Inflationary increases
	<b>365</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - LTC & Services For Seniors (Hillsdale Estates)

(\$,000's)

#### Nursing and Personal Care (NPC)

♦ New Positions: 4 Health Care Aides (HCA), effective July 1, 2018, to support the evolving complexity of care of residents and to increase the stability of the current staffing model in the Home through full-time positions. This will enhance patient safety, care and resident and family satisfaction. (Annualized cost is \$286k)	143
♦ Position Transfer: 1 Food Service Aide from Fairview Lodge due to Divisional restructuring (\$65k) and reclassification to a Registered Practical Nurse (RPN) (\$20k).	85
♦ Decrease Part-time hours for RPN to offset the new RPN transferred and reclassified from Fairview Lodge.	(85)
♦ Position Transfer: 1 Maintenance Worker 2 (MW2) from Lakeview Manor due to Divisional restructuring (\$85k) and reclassified to a Resident Care Coordinator (RCC) (\$53k).	138
♦ Decrease Part-time hours to offset reclassification of MW2 to RCC.	(53)
♦ Increase Part-time hours for a Supervisor of Non-Clinical Operations. This position is required to oversee and coordinate a variety of operational programs that support the efficient functioning of the resident home areas and promote the mission, vision and values of the Home.	104
♦ Payroll Recoveries: Reduction in payroll recoveries as peritoneal dialysis services will be provided by Lakeridge Health Oshawa.	50
♦ Education & Training: One-time increase for training costs related to the new Electronic Health Record system.	81
	463

#### Specialized Medical Services

##### **Peritoneal Dialysis**

♦ Payroll Recoveries: Reduction in payroll recoveries as peritoneal dialysis services will be provided by Lakeridge Health Oshawa. A corresponding reduction in provincial subsidy is provided in the revenue section.	(50)
	(50)

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Social Services - LTC & Services For Seniors (Hillsdale Estates)

(\$,000's)

### Resident Care Program Support (RCPS)

**Recreation Services**

◆	New Positions: 2 Recreation Programmers, effective July 1, 2018, to allow for consistent programming in all home areas. (Annualized cost is \$143k).	71
◆	Reallocate Part-time hours from Therapy Services to reflect actual costs and forecasted requirements.	36
	Subtotal	107

**Therapy Services**

◆	Reallocate Part-time hours to Recreation Services to reflect actual costs and forecasted requirements.	(36)
	Subtotal	(36)
		71

### Other Accommodation

**Administration**

◆	Hardware and Software Maintenance: Increase for new Electronic Health Record Software.	54
	Subtotal	54

**Environmental Services**

◆	Life Safety Systems Maintenance & Repairs: Increase for the supply and installation of carbon monoxide detectors.	19
◆	Equipment Rentals: Increase for security camera system required to enable staff to review unwitnessed resident incidents and provide an added layer of safety and security in the home.	14
	Subtotal	33
		87

### Tangible Capital Assets

**New**

◆	Other Accommodation - Tub room renovations include converting 6 tub rooms into shower areas to facilitate resident choice, safety and accessibility.	330
	Subtotal	330

**Replacement**

◆	Nursing and Personal Care - Sit to Stand Lifts	27
	Subtotal	27
		357



## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - LTC & Services For Seniors (Hillsdale Estates)

(\$,000's)

#### Revenues

**Revenue from Residents:**

**Other Accommodation**

- ◆ Preferred Accommodation: Increase to reflect actual and anticipated revenues. (35)

**Provincial Subsidy:**

**Nursing and Personal Care**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2018. (153)
- ◆ Anticipated increase in per diem funding effective April 1, 2018 due to anticipated increase in the Case Mix Index (CMI) . (350)

**Specialized Medical Services**

- ◆ Reduction in subsidy as peritoneal dialysis services will be provided by Lakeridge Health Oshawa. 50

**Resident Care Program Support**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2018. (16)

**Raw Food**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2018. (5)

**Other Accommodation**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2018. (30)

Subtotal (504)

**Other Revenue:**

**Other Accommodation**

- ◆ Increase in Health Pro Revenue to reflect actual revenues. (30)

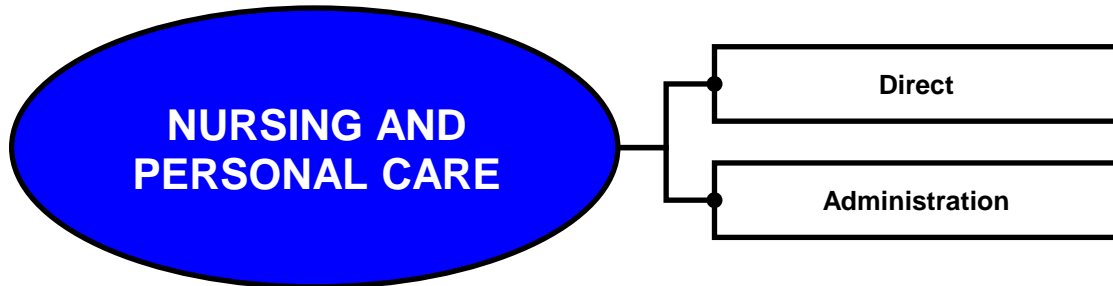
(569)

**Total Program Changes** 359



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**



**Purpose:**

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 300 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

**Description of Program Activities (continued):**

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 129.6      New Positions: 4 Health Care Aides  
Position Transfers: 1 Food Service Aide from Fairview Lodge and 1  
Maintenance Worker 2 from Lakeview Manor
- 2017 Full Time Staff = 123.6



## 2018 Program Detail

### Social Services - LTC & Services For Seniors (Hillsdale Estates)

#### Performance Measurements:

##### Overview

- ◆ Hillsdale Estates is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Hillsdale Estates achieved a 4 year Accreditation with Exemplary Standing in 2015.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

##### Quality and Risk Management Indicators

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

##### Resource Utilization Groups (RUGS) Case Mix Index (CMI)

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Hillsdale Estates has not been informed by the Province of its new CMI which will come into effect April 1, 2018. The current CMI of 96.14 will remain in effect until March 31, 2018. It is anticipated that the CMI will increase to 100.49 effective April 1, 2018.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Hillsdale Estates continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Hillsdale Estates.

	<b>Hillsdale Estates</b>
2017 Target	99.5%
2017 Estimated Actual	99.4%
2018 Target	99.5%

**Annual Resident and Family Overall Satisfaction With Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Customer Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Hillsdale Estates' 2017 survey results showed a 85.2 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Hillsdale Estates' results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Hillsdale Estates has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2018 Program Detail

### Social Services - LTC & Services For Seniors (Hillsdale Estates)

#### Performance Measurements (continued):

##### Hours of Nursing and Personal Care per Resident per Day

Hillsdale Estates Paid Hours	
2017 Target	3.19
2017 Estimated Actual	3.19
2018 Target	3.19

- ◆ Hillsdale Estates is committed to providing the highest quality of care to its residents. The staffing dollars enable Hillsdale Estates to provide 3.19 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Hillsdale Estates staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site quality council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

##### Per Diem

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2018 Program Detail**

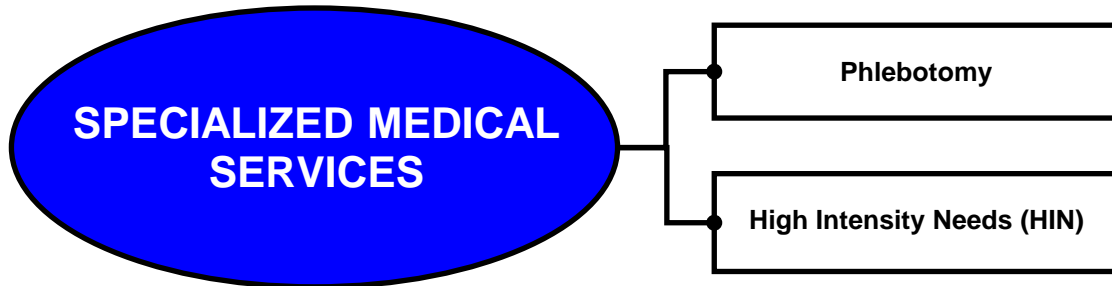
**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	18,250	17,697	18,167	382	18,549
Personnel Related	3	17	17	81	98
Supplies	36	36	36	-	36
Medical Care	347	350	350	1	351
Computer Maintenance & Operations	-	1	1	(1)	-
Materials & Services	1	1	1	-	1
Professional Services	69	69	69	-	69
Minor Assets & Equipment	10	10	-	-	-
<b>Gross Operating Expenses</b>	<b>18,716</b>	<b>18,181</b>	<b>18,641</b>	<b>463</b>	<b>19,104</b>
<b>Tangible Capital Assets</b>					
Replacement	121	121	171	27	198
<b>Total Tangible Capital Assets</b>	<b>121</b>	<b>121</b>	<b>171</b>	<b>27</b>	<b>198</b>
<b>Total Expenses</b>	<b>18,837</b>	<b>18,302</b>	<b>18,812</b>	<b>490</b>	<b>19,302</b>
<b>Revenues</b>					
Provincial Subsidy	(10,905)	(10,963)	(10,933)	(503)	(11,436)
Sundry Revenue	(4)	(6)	(6)	-	(6)
<b>Total Revenues</b>	<b>(10,909)</b>	<b>(10,969)</b>	<b>(10,939)</b>	<b>(503)</b>	<b>(11,442)</b>
<b>Net Program Expenses</b>	<b>7,928</b>	<b>7,333</b>	<b>7,873</b>	<b>(13)</b>	<b>7,860</b>



2018 Program Detail

Social Services - LTC & Services  
For Seniors (Hillsdale Estates)



**Purpose:**

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

**Description of Program Activities:**

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. This service is a cost shared service.
- ◆ Starting in Aug 2017, Peritoneal dialysis services are now provided by Lakeridge Health Oshawa as per the new service model.



**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

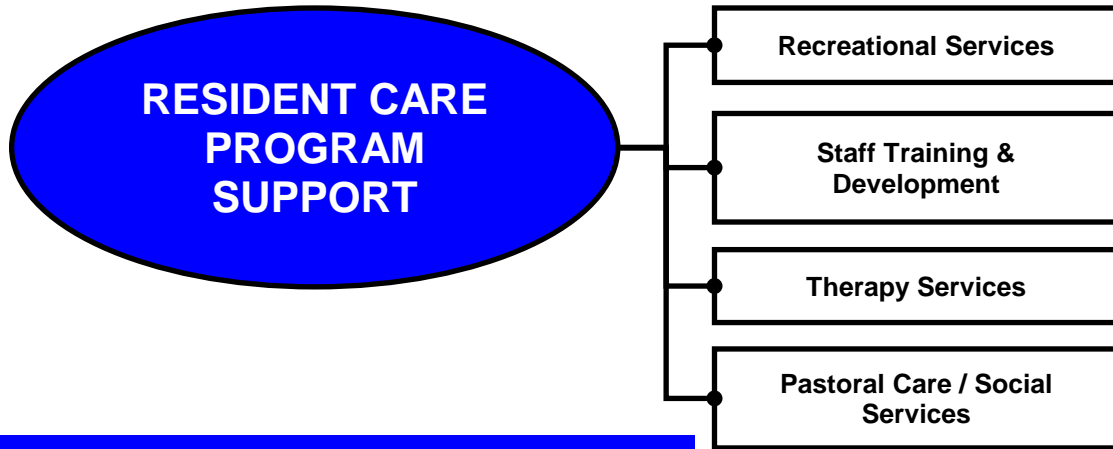
Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	-	50	50	(50)	-
Medical Care	33	65	65	-	65
Materials & Services	13	10	10	-	10
<b>Total Expenses</b>	<b>46</b>	<b>125</b>	<b>125</b>	<b>(50)</b>	<b>75</b>
<b>Revenues</b>					
Provincial Subsidy	(42)	(120)	(120)	50	(70)
<b>Total Revenues</b>	<b>(42)</b>	<b>(120)</b>	<b>(120)</b>	<b>50</b>	<b>(70)</b>
<b>Net Program Expenses</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>5</b>

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2018 Program Detail

## Social Services - LTC & Services For Seniors (Hillsdale Estates)



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 300 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and weekends for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Hillsdale Estates provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2018 Program Detail

## Social Services - LTC & Services For Seniors (Hillsdale Estates)

### Description of Program Activities (continued):

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 14.0      New Positions: 2 Recreation Programmers  
2017 Full Time Staff = 12.0

### Performance Measurements:

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2018 Program Detail**

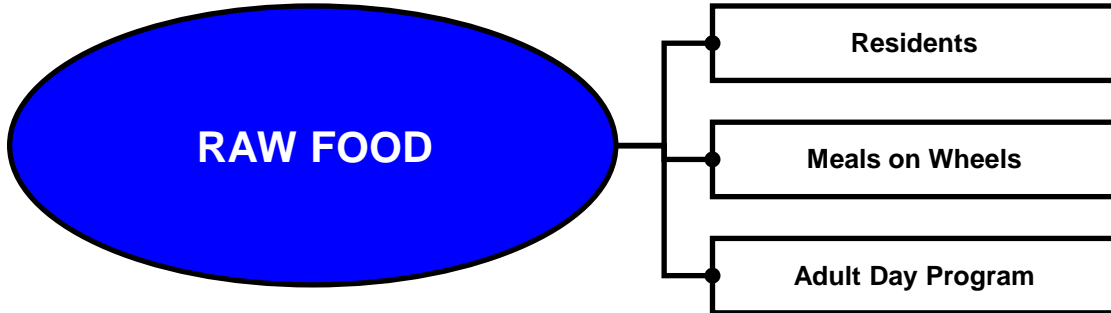
**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,149	1,163	1,192	71	1,263
Communications	5	4	4	-	4
Supplies	63	64	64	1	65
Medical Care	-	1	1	(1)	-
Materials & Services	-	1	1	-	1
Professional Services	242	239	244	-	244
<b>Gross Operating Expenses</b>	<b>1,459</b>	<b>1,472</b>	<b>1,506</b>	<b>71</b>	<b>1,577</b>
<b>Tangible Capital Assets</b>					
Replacement	10	10	-	-	-
<b>Total Tangible Capital Assets</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,469</b>	<b>1,482</b>	<b>1,506</b>	<b>71</b>	<b>1,577</b>
<b>Revenues</b>					
Provincial Subsidy	(1,303)	(1,298)	(1,309)	(16)	(1,325)
Sundry Revenue	(7)	(7)	(7)	-	(7)
<b>Total Revenues</b>	<b>(1,310)</b>	<b>(1,305)</b>	<b>(1,316)</b>	<b>(16)</b>	<b>(1,332)</b>
<b>Net Program Expenses</b>	<b>159</b>	<b>177</b>	<b>190</b>	<b>55</b>	<b>245</b>



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

**Description of Program Activities (continued):**

**Historical Diet Levels  
Number of Residents**

	<b>2016</b>	<b>2017</b>
High Nutritional Risk	142	157
Texture Modified (e.g. minced, pureed)	120	156
Therapeutic (e.g. diabetic, renal, gluten free)	118	121
Nutritional Supplements	99	111

Statistical information in the above table provided by Hillsdale Estates

- ◆ As the above table shows, Hillsdale Estates continues to have a large number of residents requiring specialized diets. The 2017 figures indicate that 52 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Hillsdale Estates resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 35 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Hillsdale Estates resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals for the outreach program "Meals on Wheels" on a cost recovery basis. As the nutritional needs of the community are also changing the number of special diets required for participants of the Meals on Wheels program has grown.
- ◆ Meals and snacks are provided to clients of the Adult Day Program at Hillsdale Estates on a cost recovery basis.

**Performance Measurements:**

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2018 Program Detail**

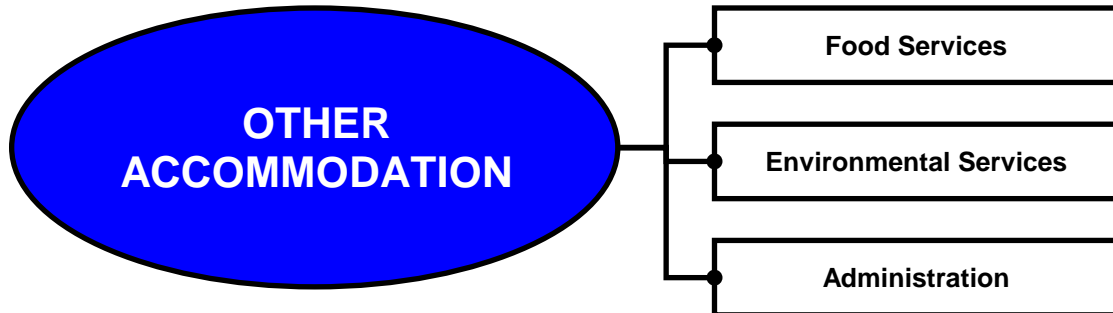
**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Food	1,761	1,761	1,849	-	1,849
Medical Care	10	13	13	-	13
<b>Operating Expenses Subtotal</b>	<b>1,771</b>	<b>1,774</b>	<b>1,862</b>	<b>-</b>	<b>1,862</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(23)	(23)	(24)	-	(24)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(23)</b>	<b>(23)</b>	<b>(24)</b>	<b>-</b>	<b>(24)</b>
<b>Total Expenses</b>	<b>1,748</b>	<b>1,751</b>	<b>1,838</b>	<b>-</b>	<b>1,838</b>
<b>Revenues</b>					
Provincial Subsidy	(955)	(930)	(985)	(5)	(990)
Fees & Service Charges	(158)	(138)	(142)	(30)	(172)
Sundry Revenue	(5)	(5)	(5)	-	(5)
<b>Total Revenues</b>	<b>(1,118)</b>	<b>(1,073)</b>	<b>(1,132)</b>	<b>(35)</b>	<b>(1,167)</b>
<b>Net Program Expenses</b>	<b>630</b>	<b>678</b>	<b>706</b>	<b>(35)</b>	<b>671</b>



2018 Program Detail

Social Services - LTC & Services  
For Seniors (Hillsdale Estates)



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.





## 2018 Program Detail

### Social Services - LTC & Services For Seniors (Hillsdale Estates)

#### Description of Program Activities (continued):

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Electronic Resident Record Meal Metrics Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

#### Description of Program Resources:

- ◆ 2018 Full Time Staff = 61.94  
2017 Full Time Staff = 61.94



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

**Performance Measurements:**

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	7,258	7,135	7,298	-	7,298
Personnel Related	71	75	75	-	75
Communications	56	62	62	-	62
Supplies	352	356	356	-	356
Utilities	1,081	1,169	1,101	-	1,101
Medical Care	21	34	34	(3)	31
Computer Maintenance & Operations	30	66	66	54	120
Materials & Services	439	471	471	-	471
Buildings & Grounds Operations	447	436	435	22	457
Equipment Maintenance & Repairs	146	145	145	14	159
Vehicle Operations	15	13	13	-	13
Debt Charges	836	835	836	-	836
Professional Services	3	3	3	-	3
Financial Expenses	37	37	38	-	38
Minor Assets & Equipment	30	30	-	-	-
<b>Operating Expenses Subtotal</b>	<b>10,822</b>	<b>10,867</b>	<b>10,933</b>	<b>87</b>	<b>11,020</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(28)	(28)	(28)	-	(28)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(28)</b>	<b>(28)</b>	<b>(28)</b>	<b>-</b>	<b>(28)</b>
<b>Gross Operating Expenses</b>	<b>10,794</b>	<b>10,839</b>	<b>10,905</b>	<b>87</b>	<b>10,992</b>
<b>Tangible Capital Assets</b>					
New	150	150	-	330	330
Replacement	166	166	92	-	92
<b>Total Tangible Capital Assets</b>	<b>316</b>	<b>316</b>	<b>92</b>	<b>330</b>	<b>422</b>
<b>Total Expenses</b>	<b>11,110</b>	<b>11,155</b>	<b>10,997</b>	<b>417</b>	<b>11,414</b>

**PROGRAM 5  
OTHER ACCOMMODATION**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Provincial Subsidy	(1,335)	(1,392)	(1,336)	(30)	(1,366)
Resident Fees - Basic & Preferred Accommodation	(7,430)	(7,328)	(7,437)	(35)	(7,472)
Other Revenue - Cable TV	(53)	(49)	(54)	-	(54)
Sundry Revenue	(35)	-	-	-	-
<b>Total Revenues</b>	<b>(8,853)</b>	<b>(8,769)</b>	<b>(8,827)</b>	<b>(65)</b>	<b>(8,892)</b>
<b>Net Program Expenses</b>	<b>2,257</b>	<b>2,386</b>	<b>2,170</b>	<b>352</b>	<b>2,522</b>

## TANGIBLE CAPITAL ASSETS - NEW



### 2018 Program Detail

Social Services - LTC & Services  
For Seniors (Hillsdale Estates)

Description	Qty	Unit Cost	Total
		\$	\$
<b>BUILDING</b>			
<b>Other Accommodation - Program 5</b>			
1 Tub Room Renovations			330,000
			<u><u>330,000</u></u>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2018 Program Detail

Social Services - LTC & Services  
For Seniors (Hillsdale Estates)

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b>Nursing and Personal Care - Program 1</b>			
1 Shower Chairs	12	12,000	144,000
2 Sit to Stand Lifts	10	5,335	53,350
			197,350
<b>Other Accommodation - Program 5</b>			
3 Desktop Computers and Monitors	25	950	23,750
4 Laptop Computers	2	1,500	3,000
5 Furniture (Home Area Common Areas)	6	10,846	65,075
			91,825
			<b>289,175</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**HILLSDALE TERRACES**

	<u>Page Number</u>
<b>PROGRAM SUMMARY .....</b>	<b>600</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>602</b>
<b>PROGRAM DETAILS</b>	
1. Nursing and Personal Care.....	605
2. Specialized Medical Services .....	611
3. Resident Care Program Support.....	613
4. Raw Food .....	616
5. Other Accommodation .....	619
Tangible Capital Assets - New .....	624
Tangible Capital Assets - Replacement .....	625

## PROGRAM SUMMARY



# 2018 Business Plan

## Social Services - LTC & Services For Seniors (Hillsdale Terraces)

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	12,082	11,919	12,169	134	12,303
2 Specialized Medical Services	54	50	50	-	50
3 Resident Care Program Support (RCPS)	1,208	1,214	1,233	35	1,268
4 Raw Food	1,129	1,111	1,166	(18)	1,148
5 Other Accommodation					
Administration	1,067	1,078	1,106	37	1,143
Debt Charges	3,434	3,434	3,434	-	3,434
Food Services	2,439	2,508	2,535	18	2,553
Environmental Services	3,905	4,063	4,000	88	4,088
Other Accommodation Subtotal	10,845	11,083	11,075	143	11,218
<b>Operating Subtotal</b>	<b>25,318</b>	<b>25,377</b>	<b>25,693</b>	<b>294</b>	<b>25,987</b>
<b>Tangible Capital Assets:</b>					
5 New - Other Accommodation	605	605	-	335	335
1 Replacement - NPC	181	181	84	34	118
3 Replacement - RCPS	21	21	3	-	3
5 Replacement - Other Accommodation	31	31	66	51	117
<b>Tangible Capital Assets Subtotal</b>	<b>838</b>	<b>838</b>	<b>153</b>	<b>420</b>	<b>573</b>
<b>Total Program Expenses</b>	<b>26,156</b>	<b>26,215</b>	<b>25,846</b>	<b>714</b>	<b>26,560</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(4,672)	(4,577)	(4,673)	(25)	(4,698)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(7,100)	(7,231)	(7,106)	(263)	(7,369)
2 Specialized Medical Services	(50)	(47)	(47)	-	(47)
3 Resident Care Program Support	(868)	(866)	(873)	(11)	(884)
4 Raw Food	(637)	(620)	(657)	(3)	(660)
5 Other Accommodation	(876)	(938)	(877)	(20)	(897)
<b>Provincial Subsidy Subtotal</b>	<b>(9,531)</b>	<b>(9,702)</b>	<b>(9,560)</b>	<b>(297)</b>	<b>(9,857)</b>



## PROGRAM SUMMARY

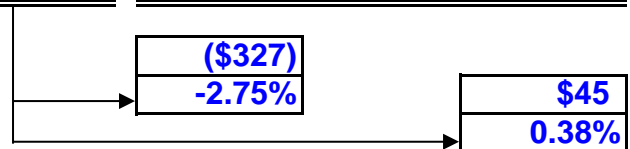


### 2018 Business Plan

### Social Services - LTC & Services For Seniors (Hillsdale Terraces)

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
1 Nursing and Personal Care	(1)	(4)	(4)	-	(4)
3 Resident Care Program Support	(4)	(4)	(4)	-	(4)
4 Raw Food	(46)	(21)	(21)	(20)	(41)
5 Other Accommodation	(34)	(33)	(37)	-	(37)
<b>Other Revenue Subtotal</b>	<b>(85)</b>	<b>(62)</b>	<b>(66)</b>	<b>(20)</b>	<b>(86)</b>
<b>Total Revenue Programs</b>	<b>(14,288)</b>	<b>(14,341)</b>	<b>(14,299)</b>	<b>(342)</b>	<b>(14,641)</b>
<b>Net Program Expenses</b>	<b>11,868</b>	<b>11,874</b>	<b>11,547</b>	<b>372</b>	<b>11,919</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	317	Economic increases
Salaries & Benefits	36	Annualization - 1 Position
Operating Expenses	(52)	Utility savings
Operating Expenses	56	Inflationary increases (other)
Minor Assets & Equipment	(11)	Remove one-time items (various)
Major Repairs & Renovations	(30)	Remove one-time items (various)
Tangible Capital Assets - New	(605)	Remove one-time items (various)
Tangible Capital Assets - Replacement	(80)	Remove one-time items (various)
Revenue from Residents	(96)	Provincial funding formula
Provincial Subsidy	142	Provincial funding formula
Other Revenue	(4)	Inflationary increases
	<b>(327)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - LTC & Services For Seniors (Hillsdale Terraces)

(\$,000's)

#### Nursing and Personal Care (NPC)

◆ New Position: 1 Health Care Aide (HCA), effective July 1, 2018, to support the increased complexity of care of residents. (Annualized cost is \$72k)	36
◆ Increase Part-time hours for HCA (0.4 FTE). Resident care requirements are the same seven days per week, therefore, for every full-time position, the home requires an additional 2 shifts per week (0.4 FTE) in order for coverage to be maintained.	28
◆ Education & Training: One time increase for training costs related to the new Electronic Health Record system.	70
	134

#### Resident Care Program Support (RCPS)

##### **Recreation Services**

◆ Increase Part-time hours for Recreation Programmer (0.4 FTE) required to expand recreation programming.	28
---	----

##### **Therapy Services**

◆ Program Supplies: Increase for supplies needed to expand capacity of the Intensive Therapy programs.	7
	35

#### Raw Food

◆ Reduction in Food costs as the home is transitioning away from preparation of meals for the Directly Operated Early Learning Child Care Centres effective March 1, 2018.	(169)
◆ Reduction in Recovery from Children's Services related to the transitioning as noted above.	151
	(18)

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - LTC & Services For Seniors (Hillsdale Terraces)

(\$,000's)

#### Other Accommodation

##### **Home Administration**

◆ Hardware and Software Maintenance: Increase for new Electronic Health Record Software.	37
Subtotal	37

##### **Food Services**

◆ Decrease in various costs as the home is transitioning away from the preparation of meals for the Directly Operated Early Learning Child Care Centres effective March 1, 2018.	
- Personnel Costs	(96)
- Replacement Dishes and Cutlery	(9)
- Purchased Services	(4)
◆ Reduction in Recovery from Children's Services related to the transitioning as noted above	127
Subtotal	18

##### **Environmental Services**

◆ Building Maintenance: Increase for annual inspection costs.	5
◆ Life Safety Systems Maintenance & Repairs: Increase for the supply and installation of carbon monoxide detectors.	19
◆ Equipment Rentals: Increase for security camera system required to enable staff to review unwitnessed resident incidents and provide an added layer of safety and security in the home.	9
◆ Major Repairs & Renovations, including retrofit cooling tower to direct drive (\$50k) and flooring (\$5k).	55
Subtotal	88

143

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - LTC & Services For Seniors (Hillsdale Terraces)

(\$,000's)

#### Tangible Capital Assets

**New**

- ◆ Other Accommodation - Telecommunications/Infrastructure Upgrades - Phase 3 of 3, to finalize the replacement of an aging infrastructure and system. This is an essential system for ensuring resident safety utilizing enhanced communications and technology. 335

Subtotal 335

**Replacement**

- ◆ Nursing and Personal Care - Tubs (BCA Report) 34
- ◆ Other Accommodation - Retherm Units 20
- ◆ Other Accommodation - Dishwasher 20
- ◆ Other Accommodation - Floor Autoscrubber 11

Subtotal 85

420

#### Revenues

**Revenue from Residents:**

**Other Accommodation**

- ◆ Preferred Accommodation: Increase to reflect actual and anticipated revenues. (25)

**Provincial Subsidy:**

**Nursing and Personal Care**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2018. (99)
- ◆ Anticipated increase in per diem funding effective April 1, 2018 due to anticipated increase in the Case Mix Index (CMI). (164)

**Resident Care Program Support**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2018. (11)

**Raw Food**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2018. (3)

**Other Accommodation**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2018. (20)

Subtotal (297)

**Other Revenues:**

**Raw Food**

- ◆ Increase in Health Pro Revenue to reflect actual revenues. (20)

(342)

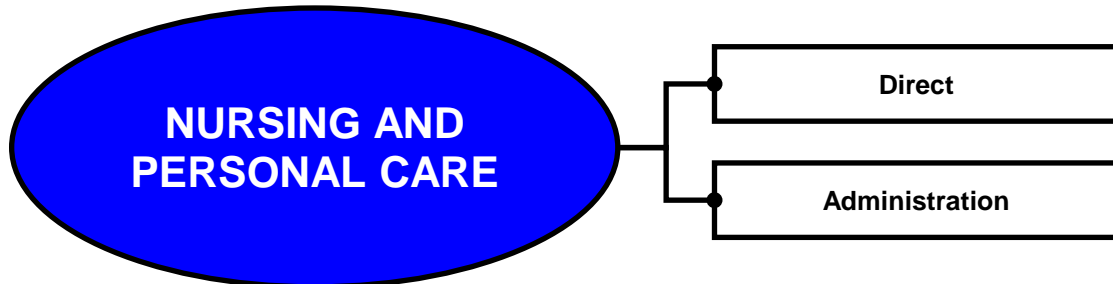
**Total Program Changes 372**

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2018 Program Detail

Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)



### Purpose:

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 200 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

**Description of Program Activities (continued):**

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 88.4      New Position: 1 Health Care Aide  
2017 Full Time Staff = 87.4



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

**Performance Measurements:**

**Overview**

- ◆ Hillsdale Terraces is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Hillsdale Terraces achieved a 4 year Accreditation with Exemplary Standing in 2014.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

**Resource Utilization Groups (RUGS) Case Mix Index (CMI)**

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Hillsdale Terraces has not been informed by the Province of its new CMI which will come into effect April 1, 2018. The current CMI of 93.49 will remain in effect until March 31, 2018. It is anticipated that the CMI will increase to 96.56 effective April 1, 2018.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Hillsdale Terraces continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Hillsdale Terraces.

		<b>Hillsdale Terraces</b>
	2017 Target	99.5%
	2017 Estimated Actual	99.4%
	2018 Target	99.5%

**Annual Resident and Family Overall Satisfaction with Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Hillsdale Terraces' 2017 survey results showed a 97.4 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Hillsdale Terraces' results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Hillsdale Terraces has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.



# PROGRAM 1 NURSING AND PERSONAL CARE



## 2018 Program Detail

Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)

### Performance Measurements (continued):

#### Hours of Nursing and Personal Care per Resident per Day

Hillsdale Terraces Paid Hours	
2017 Target	3.13
2017 Estimated Actual	3.13
2018 Target	3.14

- ◆ Hillsdale Terraces is committed to providing the highest quality of care to its residents. The staffing dollars enable Hillsdale Terraces to provide 3.14 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Hillsdale Terraces staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

#### Per Diem

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2018 Program Detail**

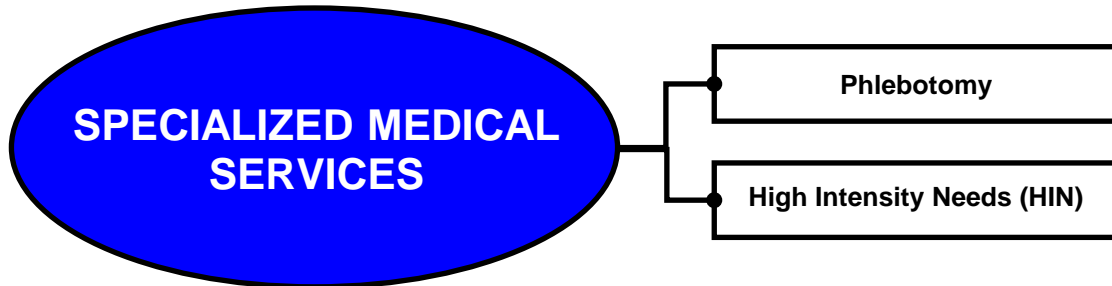
**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	11,735	11,529	11,781	64	11,845
Personnel Related	5	12	10	70	80
Medical Care	294	330	330	-	330
Professional Services	48	48	48	-	48
<b>Gross Operating Expenses</b>	<b>12,082</b>	<b>11,919</b>	<b>12,169</b>	<b>134</b>	<b>12,303</b>
<b>Tangible Capital Assets</b>					
Replacement	181	181	84	34	118
<b>Total Tangible Capital Assets</b>	<b>181</b>	<b>181</b>	<b>84</b>	<b>34</b>	<b>118</b>
<b>Total Expenses</b>	<b>12,263</b>	<b>12,100</b>	<b>12,253</b>	<b>168</b>	<b>12,421</b>
<b>Revenues</b>					
Provincial Subsidy-One Time	(5)	(5)	-	-	-
Provincial Subsidy	(7,095)	(7,226)	(7,106)	(263)	(7,369)
Sundry Revenue	(1)	(4)	(4)	-	(4)
<b>Total Revenues</b>	<b>(7,101)</b>	<b>(7,235)</b>	<b>(7,110)</b>	<b>(263)</b>	<b>(7,373)</b>
<b>Net Program Expenses</b>	<b>5,162</b>	<b>4,865</b>	<b>5,143</b>	<b>(95)</b>	<b>5,048</b>



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**



**Purpose:**

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

**Description of Program Activities:**

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. This service is a cost shared service.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

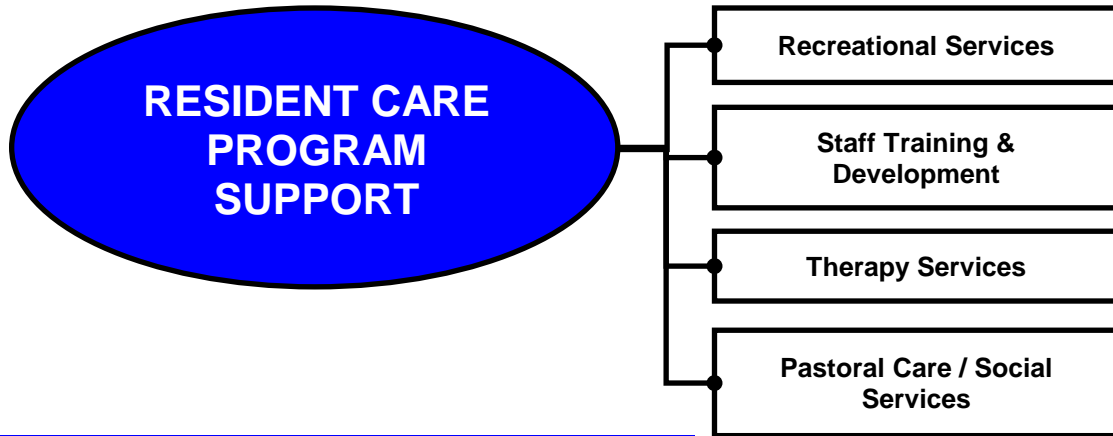
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Medical Care	48	35	35	8	43
Materials & Services	6	15	15	(8)	7
<b>Total Expenses</b>	<b>54</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>50</b>
<b>Revenues</b>					
Provincial Subsidy	(50)	(47)	(47)	-	(47)
<b>Total Revenues</b>	<b>(50)</b>	<b>(47)</b>	<b>(47)</b>	<b>-</b>	<b>(47)</b>
<b>Net Program Expenses</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>

## PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



### 2018 Program Detail

### Social Services - LTC & Services For Seniors (Hillsdale Terraces)



#### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 200 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

#### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Hillsdale Terraces provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

**Description of Program Activities (continued):**

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 9.0  
2017 Full Time Staff = 9.0

**Performance Measurements:**

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2018 Program Detail**

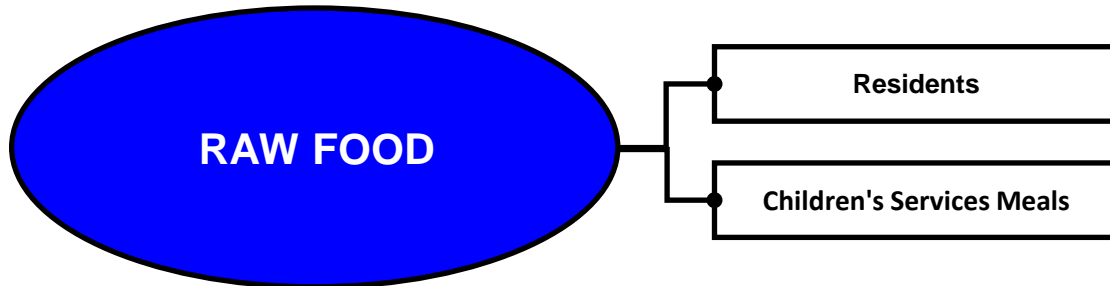
**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	990	997	1,013	28	1,041
Communications	4	5	5	-	5
Supplies	53	53	53	7	60
Professional Services	161	159	162	-	162
<b>Gross Operating Expenses</b>	<b>1,208</b>	<b>1,214</b>	<b>1,233</b>	<b>35</b>	<b>1,268</b>
<b>Tangible Capital Assets</b>					
Replacement	21	21	3	-	3
<b>Total Tangible Capital Assets</b>	<b>21</b>	<b>21</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Total Expenses</b>	<b>1,229</b>	<b>1,235</b>	<b>1,236</b>	<b>35</b>	<b>1,271</b>
<b>Revenues</b>					
Provincial Subsidy	(868)	(866)	(873)	(11)	(884)
Sundry Revenue	(4)	(4)	(4)	-	(4)
<b>Total Revenues</b>	<b>(872)</b>	<b>(870)</b>	<b>(877)</b>	<b>(11)</b>	<b>(888)</b>
<b>Net Program Expenses</b>	<b>357</b>	<b>365</b>	<b>359</b>	<b>24</b>	<b>383</b>



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.

**Historical Diet Levels  
Number of Residents**

	<b>2016</b>	<b>2017</b>
High Nutritional Risk	90	95
Texture Modified (e.g. minced, pureed)	50	54
Therapeutic (e.g. diabetic, renal, gluten free)	48	46
Nutritional Supplements	61	53

Statistical information in the above table provided by Hillsdale Terraces

- ◆ As the above table shows, Hillsdale Terraces continues to have a large number of residents requiring specialized diets. The 2017 figures indicate that 47 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Hillsdale Terraces resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 14 per cent require total assistance.





## **2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

### **Description of Program Activities (continued):**

- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Hillsdale Terraces resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals to the six Regional child care centres.

### **Performance Measurements:**

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2018 Program Detail**

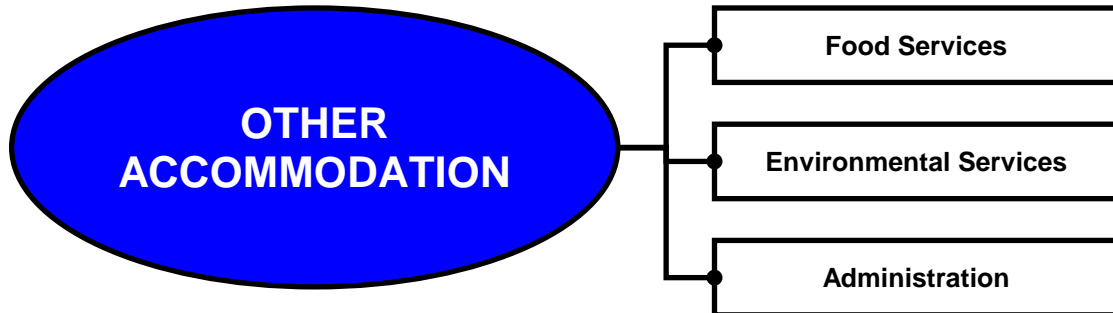
**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Food	1,308	1,284	1,339	(169)	1,170
Medical Care	3	9	9	-	9
<b>Operating Expenses Subtotal</b>	<b>1,311</b>	<b>1,293</b>	<b>1,348</b>	<b>(169)</b>	<b>1,179</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children's Services - Meals	(182)	(182)	(182)	151	(31)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(182)</b>	<b>(182)</b>	<b>(182)</b>	<b>151</b>	<b>(31)</b>
<b>Total Expenses</b>	<b>1,129</b>	<b>1,111</b>	<b>1,166</b>	<b>(18)</b>	<b>1,148</b>
<b>Revenues</b>					
Provincial Subsidy	(637)	(620)	(657)	(3)	(660)
Fees & Service Charges	(46)	(21)	(21)	(20)	(41)
<b>Total Revenues</b>	<b>(683)</b>	<b>(641)</b>	<b>(678)</b>	<b>(23)</b>	<b>(701)</b>
<b>Net Program Expenses</b>	<b>446</b>	<b>470</b>	<b>488</b>	<b>(41)</b>	<b>447</b>



2018 Program Detail

Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2018 Program Detail

### Social Services - LTC & Services For Seniors (Hillsdale Terraces)

#### Description of Program Activities (continued):

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Electronic Resident Record Meal Metrics Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

#### Description of Program Resources:

- ◆ 2018 Full Time Staff = 44.0  
2017 Full Time Staff = 44.0



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

**Performance Measurements:**

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	5,561	5,676	5,762	(96)	5,666
Personnel Related	56	59	58	-	58
Communications	53	99	99	-	99
Supplies	185	209	209	-	209
Utilities	690	718	666	-	666
Medical Care	32	37	37	(11)	26
Computer Maintenance & Operations	36	41	41	37	78
Materials & Services	271	311	311	(4)	307
Buildings & Grounds Operations	450	425	424	24	448
Equipment Maintenance & Repairs	117	114	114	11	125
Debt Charges	3,434	3,434	3,434	-	3,434
Professional Services	3	3	3	-	3
Financial Expenses	24	24	25	-	25
Minor Assets & Equipment	40	40	29	-	29
Major Repairs & Renovations	45	45	15	55	70
<b>Operating Expenses Subtotal</b>	<b>10,997</b>	<b>11,235</b>	<b>11,227</b>	<b>16</b>	<b>11,243</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children's Services	(152)	(152)	(152)	127	(25)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(152)</b>	<b>(152)</b>	<b>(152)</b>	<b>127</b>	<b>(25)</b>
<b>Gross Operating Expenses</b>	<b>10,845</b>	<b>11,083</b>	<b>11,075</b>	<b>143</b>	<b>11,218</b>
<b>Tangible Capital Assets</b>					
New	605	605	-	335	335
Replacement	31	31	66	51	117
<b>Total Tangible Capital Assets</b>	<b>636</b>	<b>636</b>	<b>66</b>	<b>386</b>	<b>452</b>
<b>Total Expenses</b>	<b>11,481</b>	<b>11,719</b>	<b>11,141</b>	<b>529</b>	<b>11,670</b>

**PROGRAM 5  
OTHER ACCOMMODATION**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(876)	(938)	(877)	(20)	(897)
Resident Fees - Basic & Preferred Accommodation	(4,672)	(4,577)	(4,673)	(25)	(4,698)
Other Revenue - Cable TV	(33)	(33)	(37)	-	(37)
Sundry Revenue	(1)	-	-	-	-
<b>Total Revenues</b>	<b>(5,582)</b>	<b>(5,548)</b>	<b>(5,587)</b>	<b>(45)</b>	<b>(5,632)</b>
<b>Net Program Expenses</b>	<b>5,899</b>	<b>6,171</b>	<b>5,554</b>	<b>484</b>	<b>6,038</b>

## TANGIBLE CAPITAL ASSETS - NEW



### 2018 Program Detail

Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b>Other Accommodation - Program 5</b>			
1    Telecommunications Upgrade - Phase 3 of 3			335,000
			335,000



## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2018 Program Detail

Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)

Description	Qty	Unit Cost	Total	
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>	
<b>Nursing and Personal Care - Program 1</b>				
1	Hi-Lo Beds	22	2,500	55,000
2	Floor/Sit to Stand Lifts	1	12,000	12,000
3	Tub	1	17,000	17,000
4	Tub (BCA Report)	2	17,000	34,000
			118,000	
<b>Resident Care Program Support - Program 3</b>				
5	Therapeutic Equipment (Restorative Care Equipment)	1	2,500	2,500
			2,500	
<b>Other Accommodation - Program 5</b>				
6	Desktop Computers and Monitors	18	950	17,100
7	Laptops	11	1,500	16,500
8	Tablets	3	1,400	4,200
9	Printers	2	1,150	2,300
10	Furniture - Staff and common areas	1	5,000	5,000
11	Retherm Units	1	20,000	20,000
12	Kitchen Equipment - Dishwasher	1	20,000	20,000
13	Ice Machine - Main Kitchen	1	12,000	12,000
14	Domestic refrigeration units - 2 per RHA	4	1,000	4,000
15	Double Size Refrigeration - Staff Room	1	5,000	5,000
16	Floor Autoscrubber	1	11,000	11,000
			117,100	
			<b>237,600</b>	

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>SOCIAL SERVICES</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**LAKEVIEW MANOR**

	<u>Page Number</u>
<b>PROGRAM SUMMARY .....</b>	<b>627</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>629</b>
 <b>PROGRAM DETAILS</b>	
1. Nursing and Personal Care.....	632
2. Specialized Medical Services .....	638
3. Resident Care Program Support.....	640
4. Raw Food .....	643
5. Other Accommodation .....	646
Tangible Capital Assets - Replacement.....	651

## PROGRAM SUMMARY



# 2018 Business Plan

## Social Services - LTC & Services For Seniors (Lakeview Manor)

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	8,973	9,286	9,501	43	9,544
2 Specialized Medical Services	35	45	45	-	45
3 Resident Care Program Support (RCPS)	1,383	1,345	1,385	32	1,417
4 Raw Food	696	736	736	-	736
5 Other Accommodation					
Administration	808	885	901	(45)	856
Debt Charges	2,593	2,593	2,593	-	2,593
Food Services	1,772	1,725	1,726	-	1,726
Environmental Services	2,885	2,975	3,024	(19)	3,005
Other Accommodation Subtotal	8,058	8,178	8,244	(64)	8,180
<b>Operating Subtotal</b>	<b>19,145</b>	<b>19,590</b>	<b>19,911</b>	<b>11</b>	<b>19,922</b>
<b>Tangible Capital Assets:</b>					
1 Replacement - NPC	10	10	48	-	48
3 Replacement - RCPS	-	-	10	-	10
5 Replacement - Other Accommodation	78	78	31	-	31
<b>Tangible Capital Assets Subtotal</b>	<b>88</b>	<b>88</b>	<b>89</b>	<b>-</b>	<b>89</b>
<b>Total Program Expenses</b>	<b>19,233</b>	<b>19,678</b>	<b>20,000</b>	<b>11</b>	<b>20,011</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(3,304)	(3,178)	(3,283)	(60)	(3,343)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(5,390)	(5,376)	(5,436)	(145)	(5,581)
2 Specialized Medical Services	(33)	(42)	(42)	-	(42)
3 Resident Care Program Support	(647)	(645)	(650)	(8)	(658)
4 Raw Food	(474)	(462)	(489)	(2)	(491)
5 Other Accommodation	(740)	(821)	(741)	(15)	(756)
<b>Provincial Subsidy Subtotal</b>	<b>(7,284)</b>	<b>(7,346)</b>	<b>(7,358)</b>	<b>(170)</b>	<b>(7,528)</b>

## PROGRAM SUMMARY



### 2018 Business Plan

### Social Services - LTC & Services For Seniors (Lakeview Manor)

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
3 Resident Care Program Support	(3)	(3)	(3)	-	(3)
4 Raw Food	(32)	(15)	(15)	(10)	(25)
5 Other Accommodation	(26)	(25)	(25)	-	(25)
<b>Other Revenue Subtotal</b>	<b>(61)</b>	<b>(43)</b>	<b>(43)</b>	<b>(10)</b>	<b>(53)</b>
<b>Total Revenue Programs</b>	<b>(10,649)</b>	<b>(10,567)</b>	<b>(10,684)</b>	<b>(240)</b>	<b>(10,924)</b>
<b>Net Program Expenses</b>	<b>8,584</b>	<b>9,111</b>	<b>9,316</b>	<b>(229)</b>	<b>9,087</b>

Summary of Increase (Decrease)

	\$205	
→	2.25%	→
		(\$24)
		-0.26%

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	319	Economic increases
Operating Expenses	(39)	Utility savings
Operating Expenses	56	Inflationary increases (other)
Minor Assets & Equipment	(5)	Remove one-time items (various)
Major Repairs & Renovations	(10)	Remove one-time items (various)
Tangible Capital Assets - Replacement	1	Increased requirements
Revenue from Residents	(105)	Provincial funding formula
Provincial Subsidy	(12)	Provincial funding formula
	<b>205</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - LTC & Services For Seniors (Lakeview Manor)

(\$,000's)

#### Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> <li>◆ New Position: 1 Health Care Aide (HCA), effective July 1, 2018, to improve capacity for dealing with increased levels of care and increased behaviours and to improve resident care particularly during critical times of the day. (Annualized cost is \$71k).</li> <li>◆ Increase Part-time hours for HCA (0.4 FTE). Resident care requirements are the same seven days per week, therefore, for every full-time position, the home requires an additional 2 shifts per week (0.4 FTE) in order for coverage to be maintained.</li> <li>◆ Increase Part-time hours for evening Clerk 2 positions which will allow registered staff to focus on care-related issues and eliminate scheduling responsibilities during evenings.</li> <li>◆ Decrease Part-time hours for Registered Nurse (RN) to reflect actual costs and forecasted requirements.</li> <li>◆ Education &amp; Training: One time increase for training costs related to the new Electronic Health Record system.</li> </ul>	<p>36</p> <p>29</p> <p>30</p> <p>(104)</p> <p>52</p> <hr style="border: 0.5px solid black;"/> <p>43</p> <hr style="border: 0.5px solid black;"/>
---	--

#### Resident Care Program Support (RCPS)

##### **Recreation Services**

<ul style="list-style-type: none"> <li>◆ Increase in Part-time hours for Recreation Programmer to allow for delivery of recreational programs for residents.</li> </ul>	<p>12</p>
---	-----------

##### **Therapy Services**

<ul style="list-style-type: none"> <li>◆ Program Supplies: Increase supplies to provide music and art therapy to residents through specialized programming.</li> </ul>	<p>20</p>
--	-----------

---

  
32  

---

#### Other Accommodation

##### **Administration**

<ul style="list-style-type: none"> <li>◆ Position Transfer: Administrative Assistant to Environmental Services.</li> <li>◆ Increase Part-time hours for Clerk 2 (14 hours each weekend plus statutory holidays) to provide coverage at the reception desk on weekends and holidays.</li> <li>◆ Hardware and Software Maintenance: Increase for new Electronic Health Record Software.</li> </ul>	<p>(89)</p> <p>34</p> <p>10</p>
--	---------------------------------

Subtotal 

---

  
(45)  

---

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Social Services - LTC & Services For Seniors (Lakeview Manor)

(\$,000's)

### Other Accommodation continued

<b>Environmental Services</b>	
◆ Position Transfer: 1 Maintenance Worker 2 to Hillsdale Estates due to Divisional restructuring.	(85)
◆ Position Transfer: Administrative Assistant from Administration (\$89k) and reclassification to an Environmental Services Supervisor due to Divisional restructuring to better utilize staffing resources (\$17k).	106
◆ Decrease Part-time hours for Environmental Services Supervisor.	(63)
◆ Building Maintenance: Increase for annual Inspection costs.	5
◆ Life Safety Systems Maintenance & Repairs: Increase for the supply and installation of carbon monoxide detectors.	18
	<hr/>
	Subtotal <hr/>
	(19)
	<hr/>
	(64)
	<hr/>

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - LTC & Services For Seniors (Lakeview Manor)

(\$,000's)

#### Revenues

**Revenue from Residents:**

**Other Accommodation**

- ◆ Preferred Accommodation: Increase to reflect actual and anticipated revenues. (60)

**Provincial Subsidy:**

**Nursing and Personal Care**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2018. (75)
- ◆ Anticipated increase in per diem funding effective April 1, 2018 due to anticipated increase in the Case Mix Index (CMI) . (70)

**Resident Care Program Support**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2018. (8)

**Raw Food**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2018. (2)

**Other Accommodation**

- ◆ Provincial Subsidy: Anticipated 1 per cent increase in per diem funding effective July 1, 2018. (15)

Subtotal (170)

**Other Revenue:**

**Raw Food**

- ◆ Increase in Health Pro Revenue to reflect actual revenues. (10)

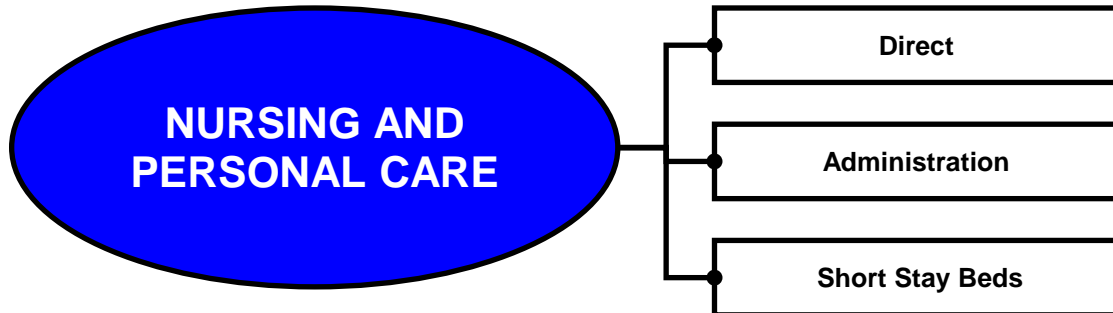
(240)

**Total Program Changes** **(229)**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**



**Purpose:**

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 149 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director, in collaboration with the Nurse Practitioner, ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.





**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

**Description of Program Activities (continued):**

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 69.5      New Position: 1 Health Care Aide  
2017 Full Time Staff = 68.5



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

**Performance Measurements:**

**Overview**

- ◆ Lakeview Manor is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Lakeview Manor achieved a 4 year Accreditation with Exemplary Standing in 2013 with an extension to May 2018.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

**Resource Utilization Groups (RUGS) Case Mix Index (CMI)**

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Lakeview Manor has not been informed by the Province of its new CMI which will come into effect April 1, 2018. The current CMI of 95.73 will remain in effect until March 31, 2018. It is anticipated that the CMI will increase to 97.48 effective April 1, 2018.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Lakeview Manor continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Lakeview Manor.

	<b>Lakeview Manor</b>
2017 Target	99.5%
2017 Estimated Actual	98.9%
2018 Target	99.5%

**Annual Resident and Family Overall Satisfaction with Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Lakeview Manor's 2017 survey results showed a 87 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Lakeview's results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Lakeview Manor has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2018 Program Detail

### Social Services - LTC & Services For Seniors (Lakeview Manor)

#### Performance Measurements (continued):

##### Hours of Nursing and Personal Care per Resident per Day

Lakeview Manor Paid Hours	
2017 Target	3.12
2017 Estimated Actual	3.12
2018 Target	3.14

- ◆ Lakeview Manor is committed to providing the highest quality of care to its residents. The staffing dollars enable Lakeview Manor to provide 3.14 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Lakeview Manor staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

##### Per Diem

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2018 Program Detail**

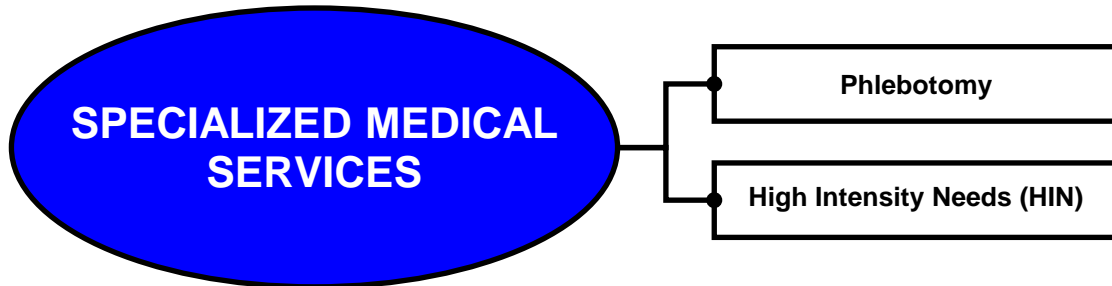
**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	8,716	9,027	9,234	(9)	9,225
Personnel Related	8	8	6	52	58
Medical Care	180	201	201	-	201
Materials & Services	10	10	10	-	10
Professional Services	38	40	40	-	40
Minor Assets & Equipment	21	-	10	-	10
<b>Gross Operating Expenses</b>	<b>8,973</b>	<b>9,286</b>	<b>9,501</b>	<b>43</b>	<b>9,544</b>
<b>Tangible Capital Assets</b>					
Replacement	10	10	48	-	48
<b>Total Tangible Capital Assets</b>	<b>10</b>	<b>10</b>	<b>48</b>	<b>-</b>	<b>48</b>
<b>Total Expenses</b>	<b>8,983</b>	<b>9,296</b>	<b>9,549</b>	<b>43</b>	<b>9,592</b>
<b>Revenues</b>					
Provincial Subsidy-One Time	(5)	(5)	-	-	-
Provincial Subsidy	(5,385)	(5,371)	(5,436)	(145)	(5,581)
<b>Total Revenues</b>	<b>(5,390)</b>	<b>(5,376)</b>	<b>(5,436)</b>	<b>(145)</b>	<b>(5,581)</b>
<b>Net Program Expenses</b>	<b>3,593</b>	<b>3,920</b>	<b>4,113</b>	<b>(102)</b>	<b>4,011</b>



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**



**Purpose:**

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

**Description of Program Activities:**

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. This service is now a cost shared service.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

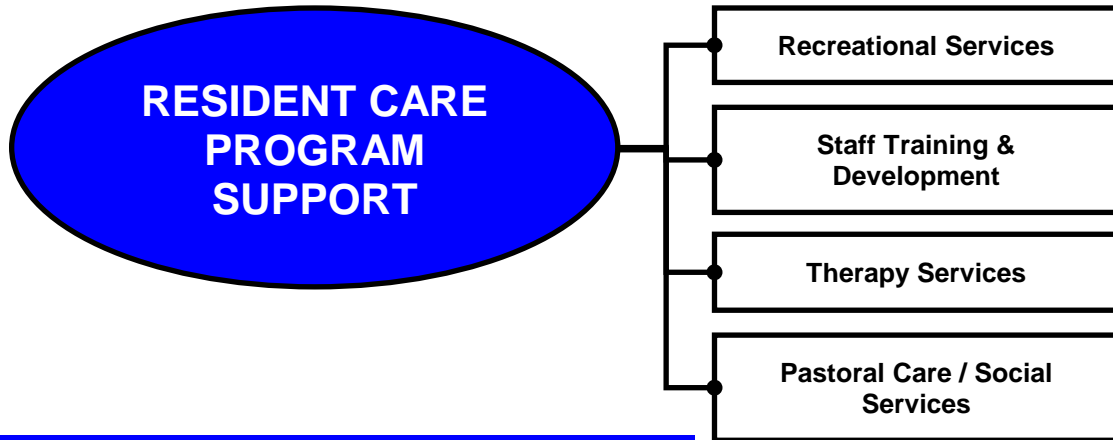
<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Medical Care	35	45	45	-	45
<b>Total Expenses</b>	<b>35</b>	<b>45</b>	<b>45</b>	<b>-</b>	<b>45</b>
<b>Revenues</b>					
Provincial Subsidy	(33)	(42)	(42)	-	(42)
<b>Total Revenues</b>	<b>(33)</b>	<b>(42)</b>	<b>(42)</b>	<b>-</b>	<b>(42)</b>
<b>Net Program Expenses</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>

## PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



### 2018 Program Detail

### Social Services - LTC & Services For Seniors (Lakeview Manor)



#### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 149 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

#### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during all days, evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Lakeview Manor provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.





**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

**Description of Program Activities (continued):**

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 9.0  
2017 Full Time Staff = 9.0

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2018 Program Detail**

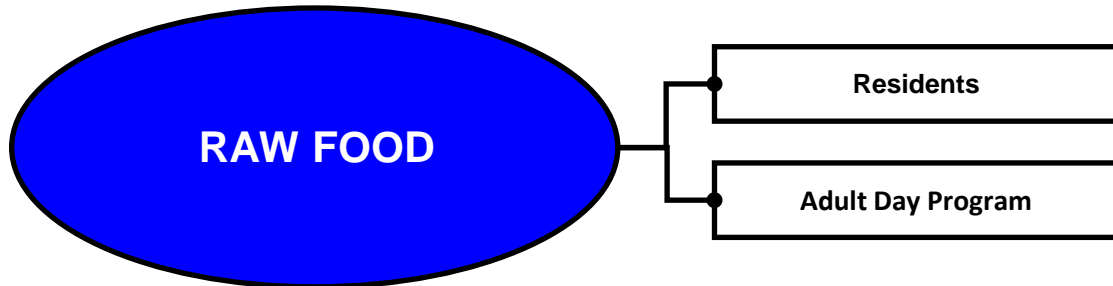
**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,222	1,182	1,211	12	1,223
Communications	3	4	4	-	4
Supplies	35	36	35	20	55
Materials & Services	3	4	4	-	4
Professional Services	120	119	121	-	121
Minor Assets & Equipment	-	-	10	-	10
<b>Gross Operating Expenses</b>	<b>1,383</b>	<b>1,345</b>	<b>1,385</b>	<b>32</b>	<b>1,417</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	10	-	10
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>10</b>
<b>Total Expenses</b>	<b>1,383</b>	<b>1,345</b>	<b>1,395</b>	<b>32</b>	<b>1,427</b>
<b>Revenues</b>					
Provincial Subsidy	(647)	(645)	(650)	(8)	(658)
Sundry Revenue	(3)	(3)	(3)	-	(3)
<b>Total Revenues</b>	<b>(650)</b>	<b>(648)</b>	<b>(653)</b>	<b>(8)</b>	<b>(661)</b>
<b>Net Program Expenses</b>	<b>733</b>	<b>697</b>	<b>742</b>	<b>24</b>	<b>766</b>



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

**Description of Program Activities (continued):**

**Historical Diet Levels  
Number of Residents**

	<b>2016</b>	<b>2017</b>
High Nutritional Risk	69	67
Texture Modified (e.g. minced, pureed)	49	53
Therapeutic (e.g. diabetic, renal, gluten free)	32	35
Nutritional Supplements	27	40

Statistical information in the above table provided by Lakeview Manor

- ◆ As the above table shows, Lakeview Manor continues to have a large number of residents requiring specialized diets. The 2017 figures indicate that 45 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Lakeview Manor resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 30 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Lakeview Manor resident while controlling raw food expenditures.
- ◆ Meals and snacks are provided to clients of the Adult Day Program on a cost recovery basis.

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2018 Program Detail**

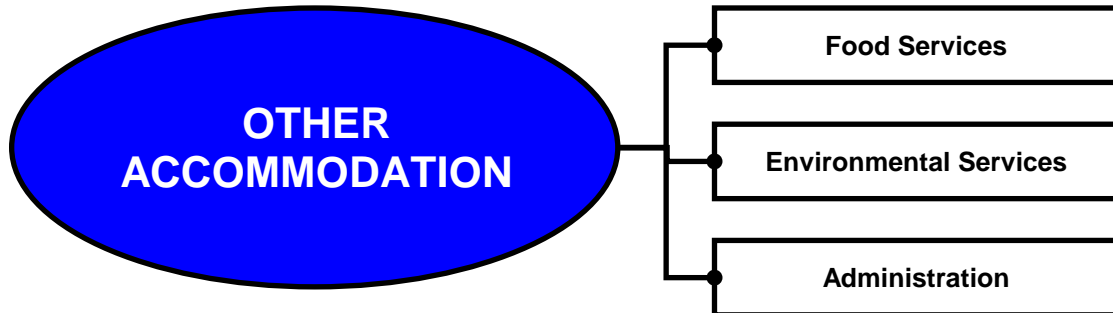
**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Food	697	731	731	-	731
Medical Care	1	7	7	-	7
<b>Operating Expenses Subtotal</b>	<b>698</b>	<b>738</b>	<b>738</b>	<b>-</b>	<b>738</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(2)	(2)	(2)	-	(2)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>-</b>	<b>(2)</b>
<b>Total Expenses</b>	<b>696</b>	<b>736</b>	<b>736</b>	<b>-</b>	<b>736</b>
<b>Revenues</b>					
Provincial Subsidy	(474)	(462)	(489)	(2)	(491)
Fees & Service Charges	(27)	(10)	(10)	(10)	(20)
Sundry Revenue	(5)	(5)	(5)	-	(5)
<b>Total Revenues</b>	<b>(506)</b>	<b>(477)</b>	<b>(504)</b>	<b>(12)</b>	<b>(516)</b>
<b>Net Program Expenses</b>	<b>190</b>	<b>259</b>	<b>232</b>	<b>(12)</b>	<b>220</b>



2018 Program Detail

Social Services - LTC & Services  
For Seniors (Lakeview Manor)



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2018 Program Detail

## Social Services - LTC & Services For Seniors (Lakeview Manor)

### Description of Program Activities (continued):

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Electronic Resident Record Meal Metrics Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 30.98      Position Transfer: 1 Maintenance Worker 2 to Hillsdale Estates.  
2017 Full Time Staff = 31.98



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.



**PROGRAM 5  
OTHER ACCOMMODATION**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	3,870	4,009	4,092	(97)	3,995
Personnel Related	83	89	89	-	89
Communications	66	98	98	-	98
Supplies	158	136	136	-	136
Utilities	525	541	502	-	502
Medical Care	24	20	20	-	20
Computer Maintenance & Operations	40	66	66	10	76
Materials & Services	192	216	217	(15)	202
Buildings & Grounds Operations	198	207	263	23	286
Equipment Maintenance & Repairs	268	163	163	15	178
Vehicle Operations	8	6	6	-	6
Debt Charges	2,593	2,593	2,593	-	2,593
Professional Services	3	3	3	-	3
Financial Expenses	18	19	19	-	19
Minor Assets & Equipment	30	30	5	-	5
Major Repairs & Renovations	10	10	-	-	-
<b>Operating Expenses Subtotal</b>	<b>8,086</b>	<b>8,206</b>	<b>8,272</b>	<b>(64)</b>	<b>8,208</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(28)	(28)	(28)	-	(28)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(28)</b>	<b>(28)</b>	<b>(28)</b>	<b>-</b>	<b>(28)</b>
<b>Gross Operating Expenses</b>	<b>8,058</b>	<b>8,178</b>	<b>8,244</b>	<b>(64)</b>	<b>8,180</b>
<b>Tangible Capital Assets</b>					
Replacement	78	78	31	-	31
<b>Total Tangible Capital Assets</b>	<b>78</b>	<b>78</b>	<b>31</b>	<b>-</b>	<b>31</b>
<b>Total Expenses</b>	<b>8,136</b>	<b>8,256</b>	<b>8,275</b>	<b>(64)</b>	<b>8,211</b>

**PROGRAM 5  
OTHER ACCOMMODATION**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(740)	(821)	(741)	(15)	(756)
Resident Fees - Basic & Preferred Accommodation	(3,304)	(3,178)	(3,283)	(60)	(3,343)
Other Revenue - Cable TV	(25)	(25)	(25)	-	(25)
Sundry Revenue	(1)	-	-	-	-
<b>Total Revenues</b>	<b>(4,069)</b>	<b>(4,024)</b>	<b>(4,050)</b>	<b>(75)</b>	<b>(4,125)</b>
<b>Net Program Expenses</b>	<b>4,067</b>	<b>4,232</b>	<b>4,225</b>	<b>(139)</b>	<b>4,086</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2018 Program Detail

Social Services - LTC & Services  
For Seniors (Lakeview Manor)

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b>Nursing and Personal Care - Program 1</b>			
1 Specialty Surfaces	6	2,000	12,000
2 Floor/Sit to Stand Lifts	1	6,000	6,000
3 Hi-Low Beds	12	2,500	30,000
			48,000
<b>Resident Care Program Support - Program 3</b>			
4 Therapeutic Equipment	1	5,000	5,000
5 Therapeutic Equipment (Assistive Devices)	5	1,000	5,000
			10,000
<b>Other Accommodation - Program 5</b>			
6 Desktop Computers and Monitors	27	950	25,650
7 Dining Tables	5	1,000	5,000
			30,650
			<b>88,650</b>

**TABLE OF CONTENTS**  
**2018 BUSINESS PLANS & BUDGETS**  
**SOCIAL SERVICES**

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**ADULT DAY PROGRAM**

	<u>Page Number</u>
<b>PROGRAM SUMMARY .....</b>	<b>653</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>654</b>
<b>PROGRAM DETAILS</b>	
1. <b>Adult Day Program .....</b>	<b>655</b>

**PROGRAM SUMMARY**

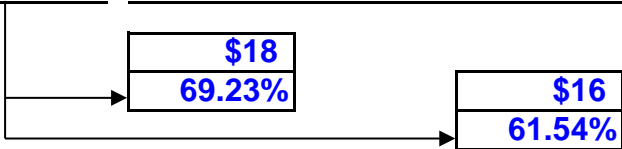


**2018 Business Plan**

**Social Services - LTC & Services For Seniors - Adult Day Program**

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense/Revenue Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Adult Day Program	807	805	823	15	838
1 Provincial Subsidy	(670)	(670)	(670)	(15)	(685)
1 Revenue - Other	(110)	(109)	(109)	(2)	(111)
<b>Net Program Expenses</b>	<b>27</b>	<b>26</b>	<b>44</b>	<b>(2)</b>	<b>42</b>

Summary of Increase (Decrease)



**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	16	Economic increases
Operating Expenses	2	Inflationary increases
	<u>18</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Social Services - LTC & Services for Seniors - Adult Day Program

(\$,000's)

#### Hillsdale Estates Adult Day Program

♦ One-time increase in Program Materials and Supplies to expand the dementia program funded by one-time Provincial Subsidy.	10
♦ One-time Provincial Subsidy to increase community access to dementia programs.	(10)
♦ Decrease in program fees to better reflect actual participant days.	2
	2

#### Lakeview Manor Adult Day Program

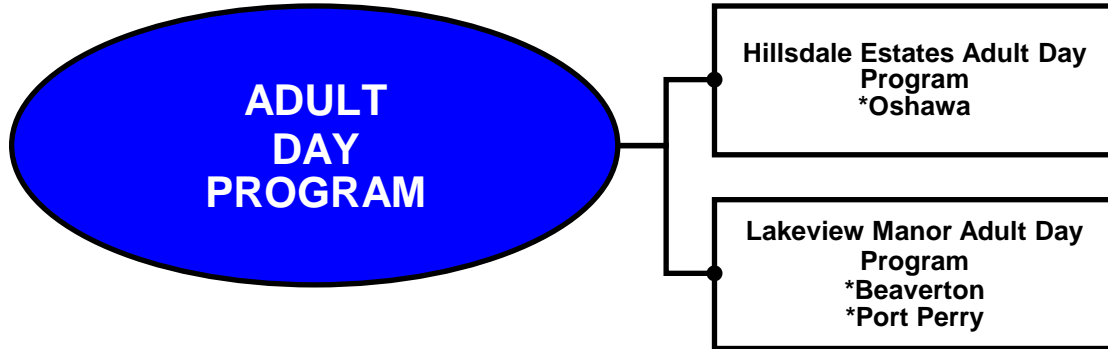
♦ Increase in Food cost (\$3k) offset by decrease in Car Allowance (-\$2k) and Education & Training (-\$1k) to better reflect actuals.	-
♦ One-time increase in Program Materials and Supplies to expand the dementia program funded by one-time Provincial Subsidy.	5
♦ One-time Provincial Subsidy to increase community access to dementia programs.	(5)
♦ Increase in program fees to better reflect actual participant days.	(4)
	(4)

**Total Program Changes** (2)



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors - Adult Day Program**



**Purpose:**

- ◆ To provide day programs to meet the needs of frail, physically disabled and/or cognitively impaired adults living in the community.
- ◆ To provide respite and assist the family caregiver.

**Description of Program Activities:**

- ◆ The programs provide structured activities, including social interaction, exercises, and recreation.
- ◆ Individualized client goals, care plans and activities are developed in co-operation with caregivers.

**Description of Program Resources:**

- ◆ The Province funds the Program, which is supplemented by a daily fee of \$21.
- ◆ 2018 Full Time Staff = 4.08  
2017 Full Time Staff = 4.08

**Performance Measurements:**

- ◆ Units of service for the Hillsdale Estates program - Participant Days
- ◆ Units of service for the Lakeview Manor program - Participant Days
- ◆ Client Satisfaction Survey

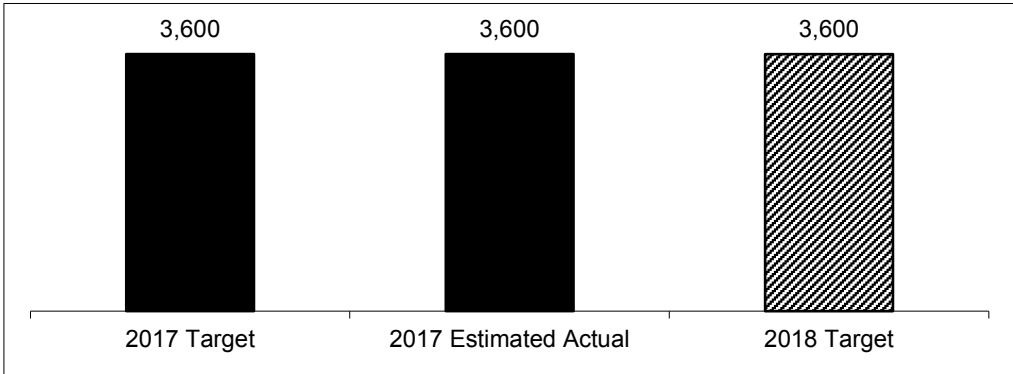


**2018 Program Detail**

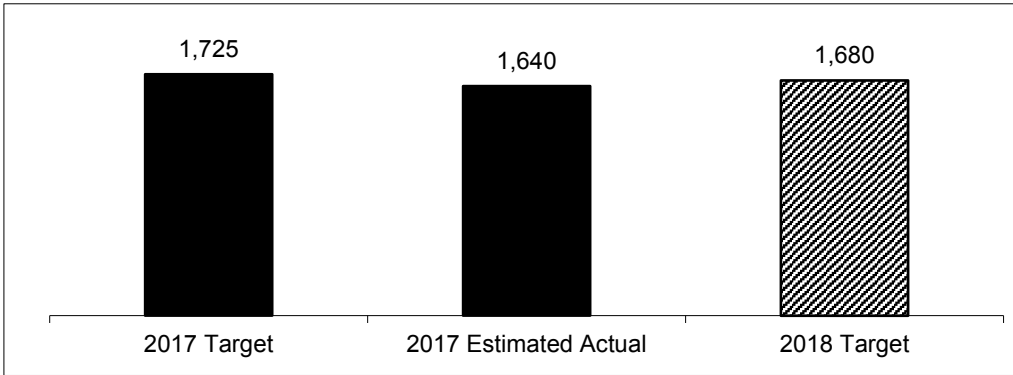
**Social Services - LTC & Services  
For Seniors - Adult Day Program**

**Performance Data:**

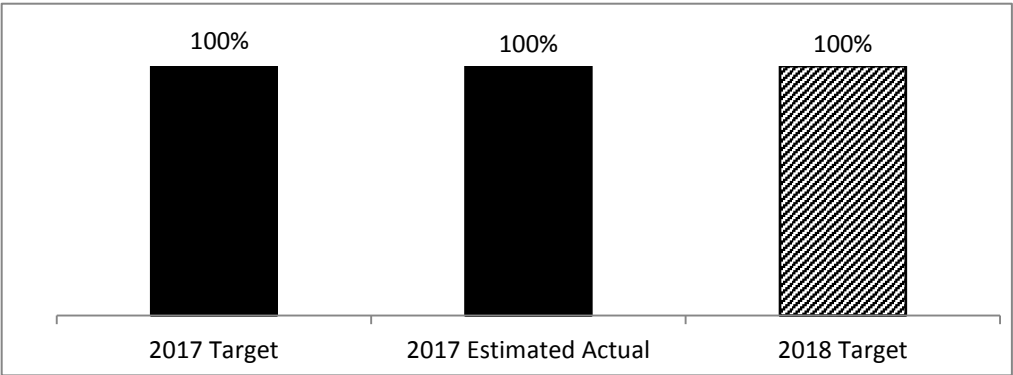
**Participant Days: Hillsdale Estates Program**



**Participant Days: Lakeview Manor Program**



**Client Satisfaction Survey**





**PROGRAM 1  
ADULT DAY PROGRAM**



**2018 Program Detail**

**Social Services - LTC & Services  
For Seniors - Adult Day Program**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	679	673	689	-	689
Personnel Related	3	8	8	(3)	5
Communications	1	2	2	-	2
Supplies	17	19	19	15	34
Food	10	5	5	3	8
Materials & Services	3	3	3	-	3
Equipment Maintenance & Repairs	-	1	1	-	1
Professional Services	3	3	3	-	3
<b>Operating Expenses Subtotal</b>	<b>716</b>	<b>714</b>	<b>730</b>	<b>15</b>	<b>745</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Social Assistance Charge	10	10	10	-	10
Hillsdale Estates Charge	28	28	28	-	28
Lakeview Manor Charge	28	28	28	-	28
Hillsdale Estates - Food Charge	23	23	24	-	24
Lakeview Manor - Food Charge	2	2	3	-	3
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>91</b>	<b>91</b>	<b>93</b>	<b>-</b>	<b>93</b>
<b>Total Expenses</b>	<b>807</b>	<b>805</b>	<b>823</b>	<b>15</b>	<b>838</b>
<b>Revenues</b>					
Provincial Subsidy - One Time	-	-	-	(15)	(15)
Provincial Subsidy	(670)	(670)	(670)	-	(670)
Fees & Service Charges	(110)	(109)	(109)	(2)	(111)
<b>Total Revenues</b>	<b>(780)</b>	<b>(779)</b>	<b>(779)</b>	<b>(17)</b>	<b>(796)</b>
<b>Net Program Expenses</b>	<b>27</b>	<b>26</b>	<b>44</b>	<b>(2)</b>	<b>42</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>PLANNING</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>659</b>
<b>PROGRAM SUMMARY .....</b>	<b>663</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>665</b>
<b>PROGRAM DETAILS</b>	
1. Policy and Special Studies.....	666
2. Transportation Planning.....	669
3. Plan Implementation .....	673
4. Land Division .....	676
5. Executive .....	679
6. Administration and Support Services.....	681
7. Citizen Advisory Committees .....	684
8. Headquarters Shared Cost .....	689
9. Tangible Capital Assets - New.....	691
10. Tangible Capital Assets - Replacement.....	692
11. Application and Approval Revenue.....	693



## 2018 Business Plan

## Planning

### Major Services & Activities

#### Policy Formulation & Administration

- ◆ Proceed with Municipal Comprehensive Review of the Regional Official Plan (ROP) to implement approved Provincial Plans (e.g. Greenbelt Plan, Oak Ridges Moraine Conservation Plan and Growth Plan).
- ◆ Monitoring performance of ROP policy, through reports on Regional Growth Management, building activities, development and growth trends.
- ◆ Providing medium and long-term service planning to Durham Region Transit.
- ◆ Promoting sustainable mobility opportunities in Durham by advancing the Smart Commute Durham initiative.
- ◆ Collaborating with the Works, Finance and Health Departments to implement the Regional Cycling Plan, including implementation of the Cycling Communication Plan.
- ◆ Partnering with the Works Department to complete the update and implement the recommendations of the Transportation Master Plan.
- ◆ Initiating an Official Plan Amendment process to incorporate relevant recommendations of the Transportation Master Plan.
- ◆ Collaborating with the Finance and Works Departments to update the Development Charges By-laws.

#### Plans Approval & Review

- ◆ Administering Regional responsibilities for approval of local official plans, non-exempt local plan amendments, non-delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Making recommendations to Committee of the Whole on the disposition of applications to amend the Regional Official Plan.
- ◆ Providing Regional comments to local municipalities on planning and development applications.
- ◆ Providing Regional comments on locally-initiated secondary plans and local official plan review processes.
- ◆ Administering the legislated responsibilities for the approval of consents by supporting the activities of the Land Division Committee.
- ◆ Completing transportation analyses as required to fulfill the "Needs and Justification" phases of the Environmental Assessment undertakings for Regional road widening and expansion projects.
- ◆ Providing expert planning advice before the Ontario Municipal Board, other quasi-judicial tribunals and the courts on planning matters.



**2018 Business Plan**

**Planning**

**Major Services & Activities (Continued)**

**Planning  
Advisory &  
Information  
Services**

- ◆ Supporting and administering the activities of the Durham Environmental Advisory Committee, Durham Agricultural Advisory Committee, and Durham Trails Coordinating Committee.
- ◆ Partnering with the Province and other Greater Toronto and Hamilton Area (GTHA) Regions on transportation initiatives (Travel Time Study, Travel Modelling Group, Transportation Tomorrow Survey, Census Place of Work etc.).
- ◆ Responding to Provincial planning related matters (e.g. Guidance documents related to the Greater Golden Horseshoe Land Use Plans).
- ◆ Conducting the annual Durham Region Business Count (Employment Survey) to obtain detailed and reliable employment data.
- ◆ Coordinating the Region's response to Provincial/ Federal transportation initiatives (Pickering Airport, Metrolinx's Regional Transportation Plan, Highway 401 widening and Highway 407 East Implementation).
- ◆ Collaborating with other Departments on Source Water Protection and Great Lakes Protection initiatives.

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal B.1 - Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the recommendations of the Transportation Master Plan (TMP) to include active transportation, including the Regional cycling network. Incorporate relevant recommendations from the TMP to the forthcoming Official Plan Amendment.</li> <li>◆ Continue to review and comment on development applications to promote walkability and access to transit.</li> <li>◆ Promote the trail network.</li> </ul>	

**Strategic Goal B.3 - Cultivate strong, safe and secure communities and healthy workplaces.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement crime prevention environmental design principles through the development application review process.</li> </ul>	



**2018 Business Plan**

**Planning**

**Strategic Goal C.2 - Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to protect, restore and enhance agricultural and natural heritage resources through review and implementation of Regional Official Plan policies.</li> <li>◆ Administer the Regional Tree By-law.</li> <li>◆ Maintain area of land designed in ROP for agricultural purposes.</li> <li>◆ Protect environmentally sensitive areas.</li> </ul>	

**Strategic Goal C.3 - Ensure that Regional transportation infrastructure is functional, integrated, reliable and barrier-free to support the movement of residents to work, school and local services.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop strategic measures and infrastructure to support integrated mobility throughout the Region.</li> <li>◆ Assist Durham Region Transit on development application reviews to allow better transit and pedestrian access.</li> </ul>	

**Strategic Goal C.5 - Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities.</li> <li>◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.</li> </ul>	

# STRATEGIC PLANNING



## 2018 Business Plan

## Planning

Strategic Goals		
Goal	Description	Responsibility - Support
A.1	Propel the business and investment climate forward in Durham Region to enable more local employment.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.5	Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.	
B.6	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
C.1	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
C.4	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

# PROGRAM SUMMARY

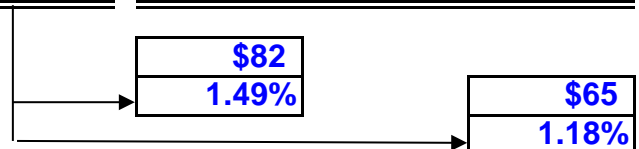


## 2018 Business Plan

## Planning

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Expense Programs</b>					
<b>Operating:</b>					
1 Policy and Special Studies	1,011	1,357	1,395	-	1,395
2 Transportation Planning	991	1,111	1,118	(30)	1,088
3 Plan Implementation	1,160	1,243	1,272	58	1,330
4 Land Division	174	198	202	-	202
5 Executive	398	420	430	3	433
6 Administration and Support Services	1,147	1,285	1,321	-	1,321
7 Citizen Advisory Committees	26	34	35	-	35
8 Headquarters Shared Cost	412	412	379	41	420
<b>Operating Subtotal</b>	<b>5,319</b>	<b>6,060</b>	<b>6,152</b>	<b>72</b>	<b>6,224</b>
<b>Tangible Capital Assets:</b>					
9 New	-	-	-	21	21
10 Replacement	38	38	28	-	28
<b>Tangible Capital Assets Subtotal</b>	<b>38</b>	<b>38</b>	<b>28</b>	<b>21</b>	<b>49</b>
<b>Total Program Expenses</b>	<b>5,357</b>	<b>6,098</b>	<b>6,180</b>	<b>93</b>	<b>6,273</b>
<b>Revenue Programs</b>					
2 Transportation Planning	(75)	(104)	(104)	14	(90)
6 Administration and Support Services	(1)	(1)	(1)	-	(1)
11 Application and Approval	(616)	(503)	(503)	(124)	(627)
<b>Total Revenue Programs</b>	<b>(692)</b>	<b>(608)</b>	<b>(608)</b>	<b>(110)</b>	<b>(718)</b>
<b>Net Program Expenses</b>	<b>4,665</b>	<b>5,490</b>	<b>5,572</b>	<b>(17)</b>	<b>5,555</b>

### Summary of Increase (Decrease)





2018 Business Plan

Planning

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	127	Economic increases
Salaries & Benefits	13	Position reclassifications
Operating Expenses	(12)	Remove one-time item - Professional Services
Operating Expenses	3	Inflationary increases
Operating Expenses	(33)	Headquarters shared cost
Tangible Capital Assets - Replacement	(10)	Remove one-time items
Recovery from Transit	(6)	Economic increase
	<u>82</u>	



## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Planning

(\$,000's)

#### Transportation Planning

♦ Net decrease in expenses for the 2018 Transportation Studies, specifically, an increase for Cordon Count (\$10k), offset by decreases for Cycling Communication (-\$30k) and Smart Commute Durham (-\$10k).	(30)
	(30)

#### Plan Implementation

♦ New Position: 1.00 Project Planner position, effective July 1, 2018 to implement, and subsequently maintain, new Development Tracking Software, and assist with processing applications for the program. (Annualized cost is \$114k)	57
♦ Increase in Memberships and Dues for new Project Planner position.	1
	58

#### Executive

♦ Increase in Conferences to attend annual Canadian Institute of Planners Conference.	3
	3

#### Headquarters Shared Cost

♦ Planning's share of costs related to the operation and maintenance of Regional Headquarters.	41
	41

#### Tangible Capital Assets

**New:**

♦ Smartboard	10
♦ Computer for new Project Planner	1
♦ Furniture and Fixtures to reconfigure workstations	10
	21

#### Revenue Programs

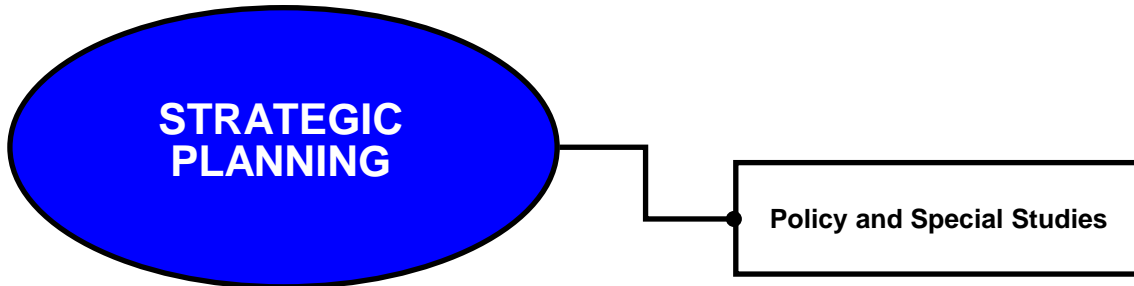
♦ Anticipated decrease in recovery from Metrolinx.	14
♦ Increase in revenue from Application and Approval fees based on 2017 actuals and projected 2018 volumes.	(124)
	(110)

**Total Program Changes** (17)



**2018 Program Detail**

**Planning**



**Purpose:**

- ◆ To formulate, maintain and monitor the policies of the Durham Regional Official Plan (ROP), the Region's principal planning document.

**Description of Program Activities:**

- ◆ Initiate comprehensive review of the ROP, including the engagement of a consultant to initiate a growth management update, employment strategy and enhanced consultation program.
- ◆ Lead and coordinate efforts to provide a Regional perspective on planning policy initiatives introduced by the Province, including guidance documents related to the Greater Golden Horseshoe Land Use Plans.
- ◆ Support the Region's participation in the implementation of the Clean Water Act and regulations, including implementation of Source Protection Plans.
- ◆ Partner with the Works and Finance Departments to address development charges related issues and to prepare annual servicing and financing studies for water and sewer services, transportation, and transit.
- ◆ Support the implementation of the approved Housing and Homelessness Strategy (At Home in Durham) for the Region (including demand, supply, affordability and specialized need).
- ◆ Support the activities of the Durham Region Roundtable on Climate Change.
- ◆ Research, monitor and report on planning indicators, as a basis for evaluating the performance of the policies and targets contained in the Regional Official Plan (e.g. growth management, development, building activity, growth trends and the natural heritage system).
- ◆ Serve as the source of data for land related information on planning issues.
- ◆ Provide a planning context for environmental assessments conducted by the Region.
- ◆ Maintain a planning data system to support research and policy review/development.
- ◆ Provide expert planning advice before the Ontario Municipal Board (OMB).
- ◆ Support the activities of Durham Environmental Advisory Committee (DEAC), Durham Agriculture Advisory Committee (DAAC), and the Durham Trail Coordinating Committee (DTCC).



2018 Program Detail

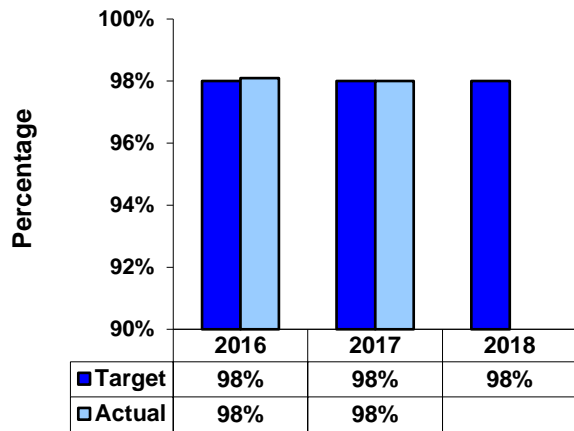
Planning

Description of Program Resources:

- ◆ 2018 Full Time Staff = 10.45
- 2017 Full Time Staff = 10.45

Performance Measurements:

New Residential Units



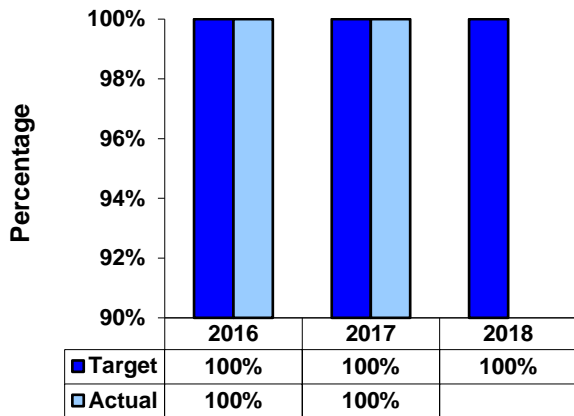
*Percentage of new residential units located within Settlement Areas.*

**Notes:**

- 2016 actual was 3,631 out of 3,700.
- 2017 actual was 2,355 out of 2,393.\*

\* As at June 30, 2017

Land Designated for Agricultural Purposes



*Percentage of land designated for Agricultural purposes which was not re-designated for other uses during the reporting year.*

**PROGRAM 1  
POLICY AND SPECIAL STUDIES**



**2018 Program Detail**

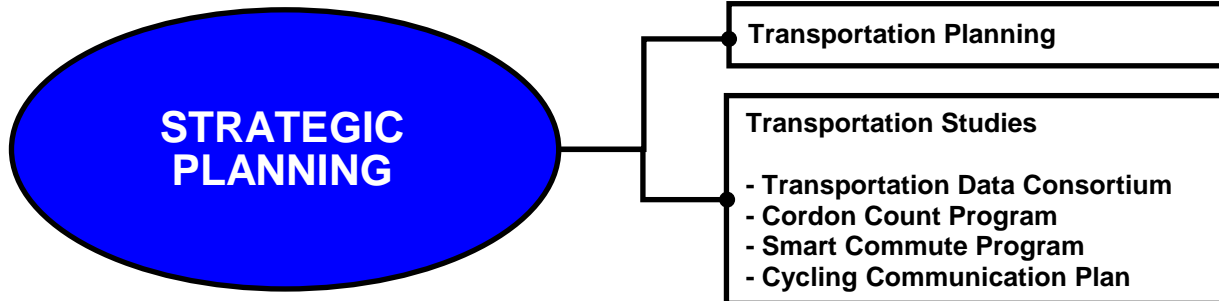
**Planning**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	985	1,325	1,363	-	1,363
Personnel Related	16	22	22	-	22
Professional Services	10	10	10	-	10
<b>Net Program Expenses</b>	<b>1,011</b>	<b>1,357</b>	<b>1,395</b>	<b>-</b>	<b>1,395</b>



**2018 Program Detail**

**Planning**



**Purpose:**

- ◆ To gather and analyze data to support research for the formulation of Regional transportation planning policy.
- ◆ To represent the Region's interests and participate in Provincial and Greater Toronto and Hamilton Area (GTHA)/Metrolinx transportation initiatives.
- ◆ To promote the use of sustainable modes of transportation, including active transportation.
- ◆ To support Durham Region Transit in service planning and development reviews.
- ◆ To provide input to Environmental Assessment undertakings for Regional roads.
- ◆ To engage in studies, independently and in partnership with the other GTHA municipalities, and the Ministry of Transportation (MTO) that provide a basis for strategic planning of transportation services in Durham and throughout the GTHA.

**Description of Program Activities:**

- ◆ Review and comment on development applications to ensure the implementation of Regional transportation policies.
- ◆ Implement the recommendations of the Transportation Master Plan (TMP) to include active transportation, including the Regional cycling network. Incorporate relevant recommendations from the TMP to the forthcoming Official Plan Amendment.
- ◆ Provide expert planning advice before the OMB.
- ◆ Coordinate the Region's response to Provincial/Federal transportation initiatives at critical milestones (e.g. Metrolinx Regional Transportation Plan update, Highway 401 widening projects, Highway 407 East Implementation, and Ontario's Cycling Strategy).
- ◆ Partner with the other GTHA municipalities, Metrolinx and MTO on inter-regional transportation planning initiatives including Transportation Tomorrow Surveys, Travel Time Study, Travel Modelling Group etc.
- ◆ Provide technical support to Durham Region Transit for strategic transit service planning, development application review and environmental assessments of higher order transit services in Durham.
- ◆ Advance the objectives of the "Smart Commute Durham" initiative, aimed at promoting Travel Demand Management (TDM) measures for commuters.
- ◆ Implement the Regional Cycling Plan and its communication strategy in collaboration with Works, Health, Social Services, Corporate Communications and Police Services.
- ◆ Utilize the Durham Region Transportation Planning Model (DRTPM) for various transportation studies, including development reviews, roads and transit development charges background studies.
- ◆ Complete transportation analyses to support Environmental Assessment undertakings for Regional road widening and expansion projects.



2018 Program Detail

Planning

Description of Program Activities (Continued):

- ◆ **Transportation Data Consortium** participate on an inter-municipal group that collaborates on broad ranging transportation studies, including:
  - Data Management Group provide central storage for current and historical data and computer systems required for transportation studies. Services include: information processing; transportation demand forecasting model (EMME) support; remote access to computer systems; and Transportation Tomorrow Survey data for the entire GTHA.
  - Census Place of Work data analysis on where people work, how they get there, and where they live. The 2018 budget includes the third of three prorated annual payments towards the 2016 data to be acquired from Statistics Canada.
  - Transportation Tomorrow Survey collect travel information from households in the GTHA and parts of the Greater Golden Horseshoe. The 2018 budget represents the third of three payments towards the 2016 survey.
  - Travel Time Study survey travel time, speed and delay across the GTA and surrounding areas.
  - Travel Modelling Group forecast transportation demand across the GTHA (housed at the University of Toronto).
- ◆ **Cordon Count Program** collect data and monitor changes in commuting behaviour and travel patterns across the GTA (funded jointly by the MTO, upper and single tier municipalities).
- ◆ **Smart Commute Program** promote sustainable modes of transportation in partnership with Metrolinx.
- ◆ **Cycling Communication Plan** support current and future cyclists, and educate motorists about how to safely share the road with cyclists.

Description of Program Resources:

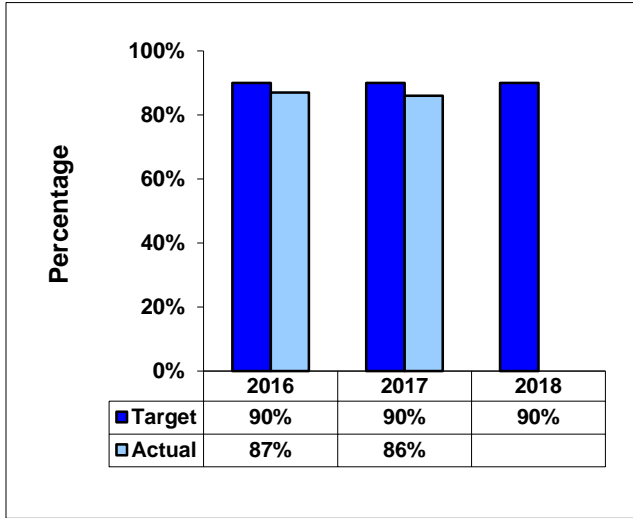
- ◆ 2018 Full Time Staff = 8.46
- 2017 Full Time Staff = 8.46



2018 Program Detail

Planning

Performance Measurements:

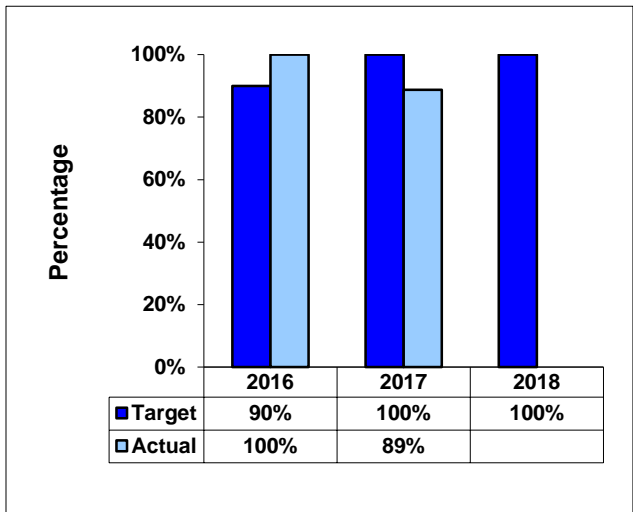


Percentage of Transportation Review Completed within Desired Response Time

*Desired response time for transportation review of Plans of Subdivision is 30 days.*

**Notes:**

- 2016 actual was 46 out of 53.
- 2017 actual was 56 out of 65.



Percentage of Customized Demand Forecasting Runs Completed within Desired Response Time

*Desired response time for customized demand forecasting runs is 15 days.*

**Notes:**

- 2016 actual was 6 out of 6.
- 2017 actual was 8 out of 9.

**PROGRAM 2  
TRANSPORTATION PLANNING**



**2018 Program Detail**

**Planning**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	989	1,029	1,054	-	1,054
Personnel Related	18	62	62	(8)	54
Communications	33	60	60	(18)	42
Professional Services	201	210	198	(4)	194
<b>Total Expenses</b>	<b>1,241</b>	<b>1,361</b>	<b>1,374</b>	<b>(30)</b>	<b>1,344</b>
<b>Revenues</b>					
Provincial Subsidy	(75)	(104)	(104)	14	(90)
Recovery from Transit	(250)	(250)	(256)	-	(256)
<b>Total Revenues</b>	<b>(325)</b>	<b>(354)</b>	<b>(360)</b>	<b>14</b>	<b>(346)</b>
<b>Net Program Expenses</b>	<b>916</b>	<b>1,007</b>	<b>1,014</b>	<b>(16)</b>	<b>998</b>

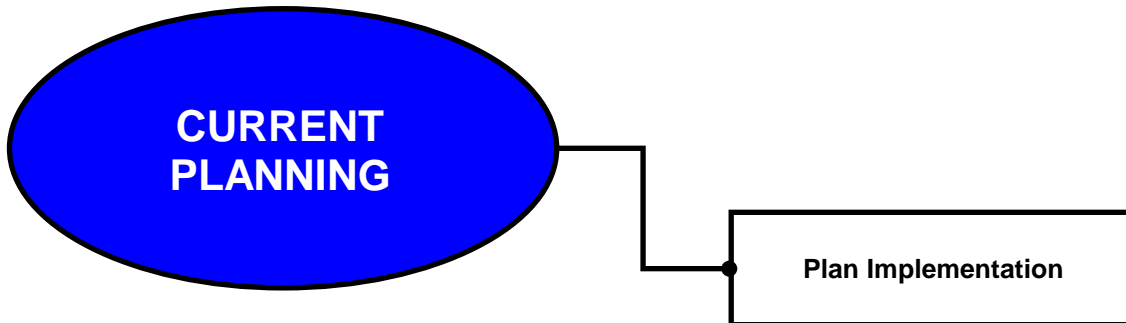
Total Operating Program Expenses Per above	1,344
Less: Recovery from Transit	(256)
Net Operating Program Expenses Per Program Summary	<u>1,088</u>





**2018 Program Detail**

**Planning**



**Purpose:**

- ◆ To fulfill planning approval responsibilities assigned to the Region through the Planning Act.
- ◆ To ensure Regional and Provincial interests and policies are implemented through the review of various plans and development applications.

**Description of Program Activities:**

- ◆ Assess the merits of Regional Official Plan amendment applications, and administer the related approval process.
- ◆ Approve non-exempt local plan amendments, and non-delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Review and exempt local plan amendments from the Region's approval authority, based on Council approved policy.
- ◆ Review and provide comments and conditions on delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Administer the Regional Tree By-law.
- ◆ Review and provide comments on development related activities, which includes mandatory pre-consultation on development proposals, draft local official plans and amendments, consents, zoning by-law amendments, Ministry of the Environment and Climate Change certificates, and aggregate licenses.
- ◆ Undertake Provincial Plan Review responsibilities including preparing responses to applications subject to Provincial Plans and policies.
- ◆ Coordinate comments from Regional Departments on planning applications.
- ◆ Process appeals to the Ontario Municipal Board (OMB).
- ◆ Provide expert planning advice before the OMB and the courts.
- ◆ Ensure the effectiveness of development application processes and procedures including: the review of application fees; updating procedures to reflect new Provincial and Regional standards/requirements; the maintenance of development tracking systems; the monitoring of plan exemption and delegation processes and assessing policy effectiveness.
- ◆ Coordinate street naming within the Region.



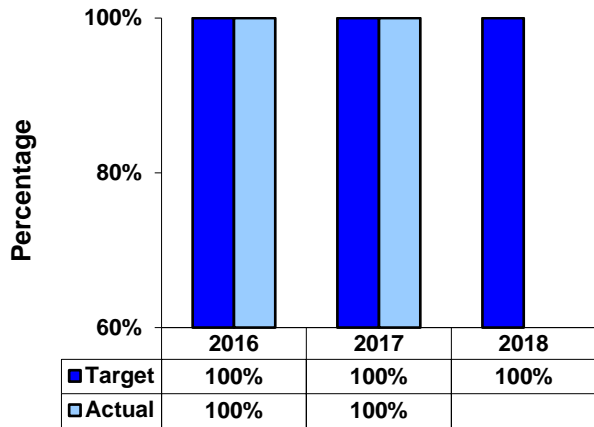
2018 Program Detail

Planning

Description of Program Resources:

- ◆ 2018 Full Time Staff = 10.54      New Position: 1.00 Project Planner
- 2017 Full Time Staff = 9.54

Performance Measurements:

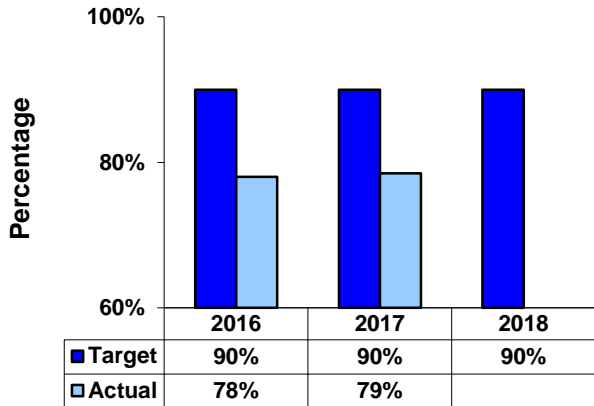


Public Notices

*Percentage of public notices published within 30 days of receipt of a complete application.*

**Notes:**

- 2016 actual was 3 out of 3.
- 2017 actual was 2 out of 2.



Subdivision/Condominium Applications

*Percentage of complete delegated applications circulated within 5 days of receipt.*

**Notes:**

- 2016 actual was 28 out of 36.
- 2017 actual was 44 out of 56.

**PROGRAM 3  
PLAN IMPLEMENTATION**



**2018 Program Detail**

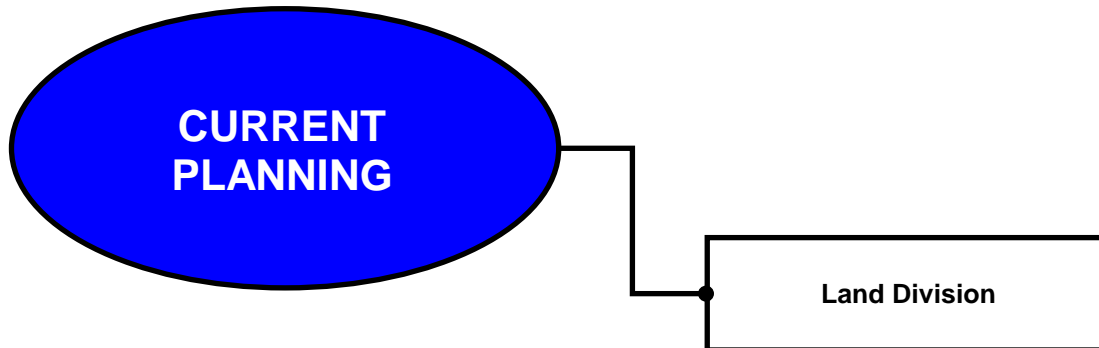
**Planning**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,070	1,140	1,168	57	1,225
Personnel Related	14	21	22	1	23
Communications	2	2	2	-	2
Professional Services	74	80	80	-	80
<b>Net Program Expenses</b>	<b>1,160</b>	<b>1,243</b>	<b>1,272</b>	<b>58</b>	<b>1,330</b>



**2018 Program Detail**

**Planning**



**Purpose:**

- ◆ To provide administrative support to the Durham Land Division Committee - a quasi-judicial body appointed by Regional Council to act as its delegated approval authority for consents, in accordance with the Planning Act.

**Description of Program Activities:**

- ◆ Assist land owners and agents in submitting consent applications, and administer the consent process in accordance with the provisions of the Planning Act.
- ◆ Schedule public meetings for consideration of consent applications by the Land Division Committee.
- ◆ Give notice of hearing on consent applications through mailed notices and posting of signs.
- ◆ Prepare and circulate meeting agendas and material.
- ◆ Take minutes and record decisions of the Land Division Committee at public meetings.
- ◆ Provide written Notices of Decision.
- ◆ Process appeals to the Ontario Municipal Board.
- ◆ Oversee clearance of conditions and issue consent certificates (stamp deeds).
- ◆ Provide liaison among commenting agencies, the public, applicants, agents and others involved in the process.
- ◆ Provide administrative support to members of the Land Division Committee.

**Description of Program Resources:**

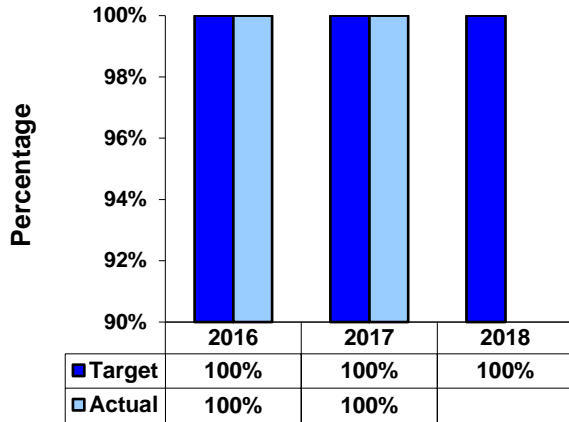
- ◆ 2018 Full Time Staff = 2.05  
2017 Full Time Staff = 2.05



2018 Program Detail

Planning

Performance Measurements:

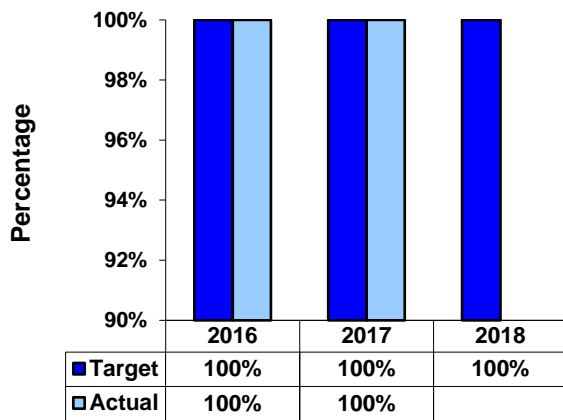


**Public Hearings**

*Percentage of public hearings held within 90 days of receipt of a complete application.*

**Notes:**

- 2016 actual was 175 out of 175.
- 2017 actual was 257 out of 257.



**Decisions**

*Percentage of notices of decision given within 10 days of a Land Division Committee meeting.*

**Notes:**

- 2016 actual was 136 out of 136.
- 2017 actual was 168 out of 168.



**2018 Program Detail**

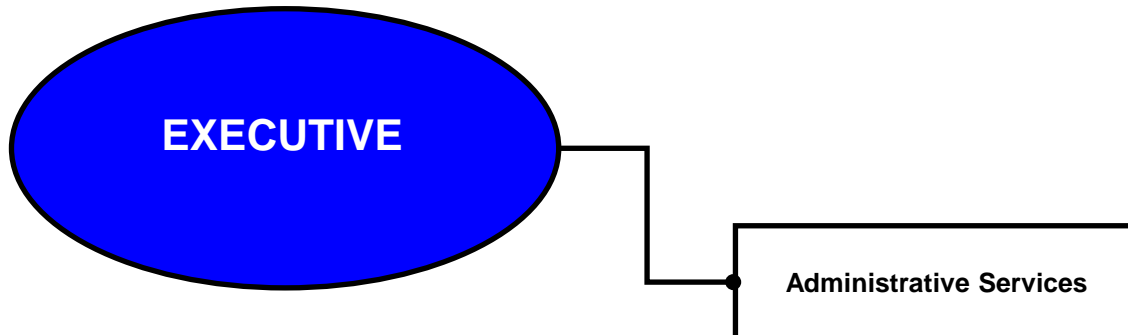
**Planning**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	170	192	196	-	196
Personnel Related	4	6	6	-	6
<b>Net Program Expenses</b>	<b>174</b>	<b>198</b>	<b>202</b>	<b>-</b>	<b>202</b>



**2018 Program Detail**

**Planning**



**Purpose:**

- ◆ To establish and implement the overall directions for the delivery of Regional planning and economic development services, from current to strategic long-range planning, and economic development to tourism, as directed by Regional Council and mandated by the Planning Act.
- ◆ To discharge, on behalf of Regional Council, certain approval powers delegated from the Province on planning approval matters.

**Description of Program Activities:**

- ◆ Provide overall guidance and co-ordination of Departmental services in the discharge of Regional planning and economic development and tourism responsibilities.
- ◆ Ensure the delivery of planning, and economic development and tourism services in an effective and efficient manner.
- ◆ Provide advice to Regional Council and Committee of the Whole on all Regional planning and economic development and tourism matters.
- ◆ Represent the planning, and economic development and tourism interests of the Region before special purpose bodies; liaise with area municipalities, other Regions, Conservation Authorities, Provincial and Federal ministries, other public bodies respecting Regional interests; and participate on multi-agencies initiatives to implement Regional policies (e.g. Conservation Authorities Liaison Committee, Regional Planning Commissioners of Ontario).
- ◆ Implement the authority delegated by Regional Council to the Commissioner respecting the approvals of certain part-lot control exemption by-laws, plans of subdivisions, condominium descriptions, and area municipal official plan amendments.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 2.50  
2017 Full Time Staff = 2.50



**2018 Program Detail**

**Planning**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	379	403	412	-	412
Personnel Related	19	17	18	3	21
<b>Net Program Expenses</b>	<b>398</b>	<b>420</b>	<b>430</b>	<b>3</b>	<b>433</b>

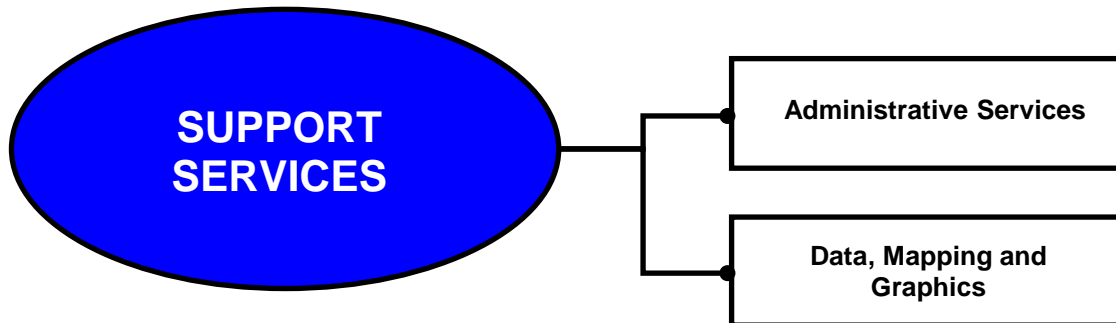


# PROGRAM 6 ADMINISTRATION AND SUPPORT SERVICES



2018 Program Detail

Planning



## Purpose:

- ◆ To provide administrative support and assistance to professional and management staff in delivering their responsibilities.
- ◆ To provide data, mapping and graphics services including the provision of Geographic Information System (GIS) analysis, database design and management, and visual products including maps, artwork, and infographics.
- ◆ To maintain existing information technology systems, software applications and databases, and to implement new technologies and data programs as required.

## Description of Program Activities:

### ◆ Administrative Services

- ◆ Provide customer care and clerical support services for the Planning Division.
- ◆ Coordinate the preparation of the annual departmental Business Plans and Budgets.
- ◆ Monitor financial position for the division, ensuring expenditures and receipts are reported in an accurate and timely manner.
- ◆ Order, receive and monitor supplies and materials for staff use.
- ◆ Maintain central file system and resource library for divisional use.

### ◆ Data, Mapping and Graphics

- ◆ Prepare maps and graphics for various reports, displays and presentations.
- ◆ Provide GIS services including data manipulation and analysis.
- ◆ Provide data expertise/advisory services to department staff, Regional departments and external agencies such as area municipalities, conservation authorities, and the Province.
- ◆ Acquire, create, deploy, and maintain accurate and current Planning and Economic Development datasets.
- ◆ Create and maintain standard cartographic products.
- ◆ Ensure the department makes effective use of emerging new technologies and design trends related to Planning and Economic Development.
- ◆ Enhance business processes by implementing new, and improving the efficiency of existing technologies.
- ◆ Represent the department on external GIS and data industry groups such as Regional Information Systems Working Group and Urban and Regional Information Systems Association.
- ◆ Provide external mapping services on a cost recovery basis.
- ◆ Conduct the annual Durham Region Business Count (Employment Survey).

# PROGRAM 6 ADMINISTRATION AND SUPPORT SERVICES



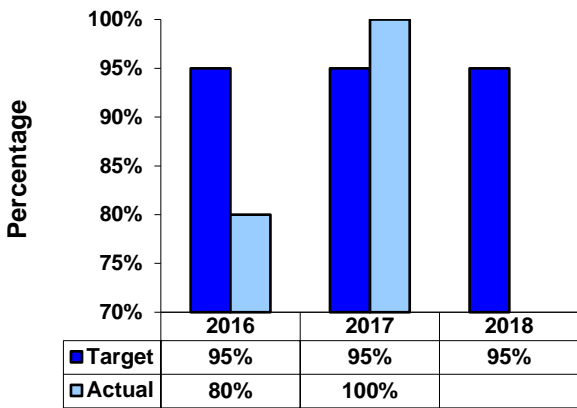
## 2018 Program Detail

## Planning

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 12.00
- 2017 Full Time Staff = 12.00

### Performance Measurements:

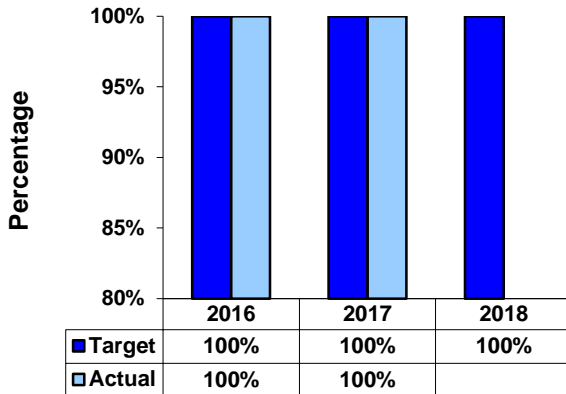


### Custom Mapping Requests

*Percentage of public custom mapping requests completed by due date.*

**Notes:**

- 2016 actual was 4 out of 5.
- 2017 actual was 3 out of 3.



### Digital Data Requests

*Percentage of digital data requests (internal / external customers) responded to within 24 hours.*

**Notes:**

- 2016 actual was 28 out of 28.
- 2017 actual was 32 out of 32.

**PROGRAM 6  
ADMINISTRATION AND SUPPORT SERVICES**



**2018 Program Detail**

**Planning**

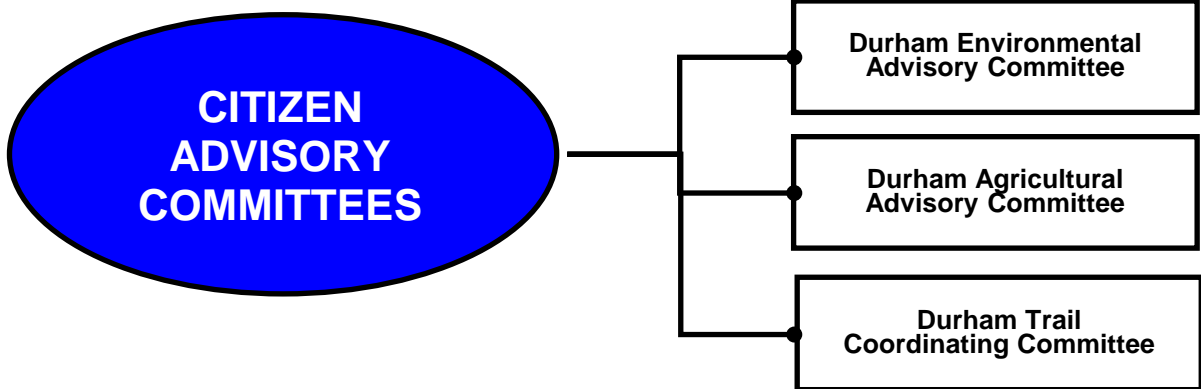
Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,025	1,131	1,166	-	1,166
Personnel Related	15	15	15	-	15
Communications	48	74	75	-	75
Supplies	21	20	20	-	20
Computer Maintenance & Operations	7	8	8	-	8
Materials & Services	2	3	3	-	3
Equipment Maintenance & Repairs	12	12	12	-	12
Professional Services	15	15	15	-	15
Minor Assets & Equipment	2	7	7	-	7
<b>Gross Operating Expenses</b>	<b>1,147</b>	<b>1,285</b>	<b>1,321</b>	<b>-</b>	<b>1,321</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	21	21
Replacement	38	38	28	-	28
<b>Total Tangible Capital Assets</b>	<b>38</b>	<b>38</b>	<b>28</b>	<b>21</b>	<b>49</b>
<b>Total Expenses</b>	<b>1,185</b>	<b>1,323</b>	<b>1,349</b>	<b>21</b>	<b>1,370</b>
<b>Revenues</b>					
Sale of Publications	(1)	(1)	(1)	-	(1)
<b>Total Revenues</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>-</b>	<b>(1)</b>
<b>Net Program Expenses</b>	<b>1,184</b>	<b>1,322</b>	<b>1,348</b>	<b>21</b>	<b>1,369</b>

# PROGRAM 7 CITIZEN ADVISORY COMMITTEES



2018 Program Detail

Planning



## Purpose:

- ◆ To support the deliberations and activities of the Durham Environmental Advisory Committee, the Durham Agricultural Advisory Committee and the Durham Trail Coordinating Committee.

## Description of Program Activities:

- ◆ The **Durham Environmental Advisory Committee** (DEAC) will have up to 10 regularly scheduled meetings and will host its annual Environmental Achievement Awards program. Other activities are detailed in the workplan approved by the Committee of the Whole and Regional Council.
- ◆ The **Durham Agricultural Advisory Committee** (DAAC) will have 10 regularly scheduled meetings and also host its annual educational farm tour. Other activities are detailed in the workplan approved by the Committee of the Whole and Regional Council.
- ◆ The **Durham Trail Coordinating Committee** (DTCC) will continue to advance the implementation of the approved Regional Trail Network. Other activities are detailed in the workplan approved by the Committee of the Whole and Regional Council.

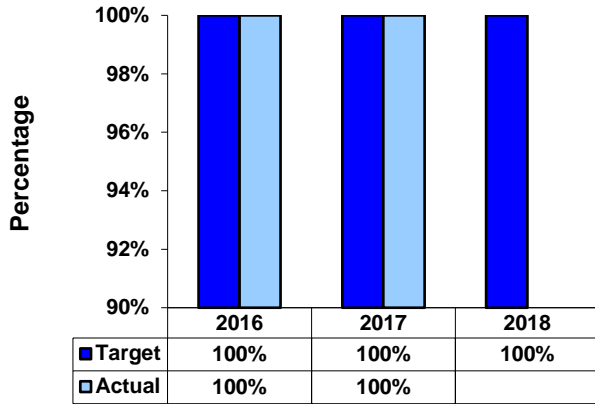


2018 Program Detail

Planning

Performance Measurements:

DEAC

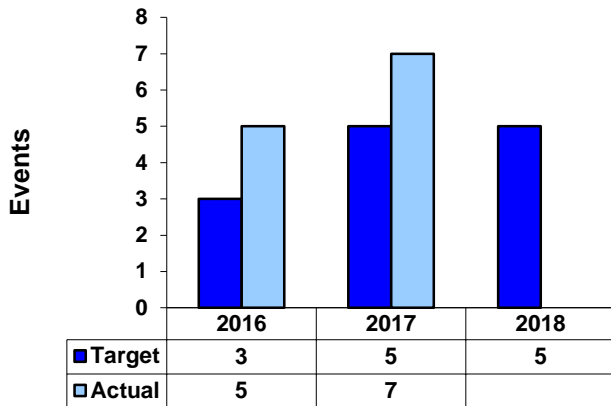


**Provincial and Regional  
Planning Initiatives**

*Percentage of significant Provincial and Regional Planning issues where advice was provided by DEAC.*

**Notes:**

- 2016 actual was 4 out of 4.
- 2017 actual was 4 out of 4.



**Raise Awareness  
of Environmental Issues**

*Stage or participate in events to raise awareness of environmental issues.*

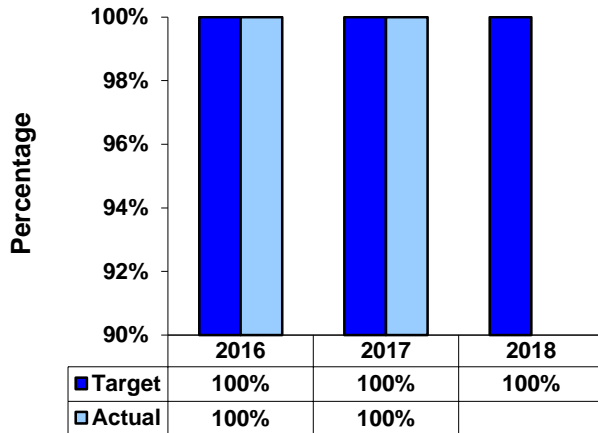


2018 Program Detail

Planning

Performance Measurements (Continued):

DAAC

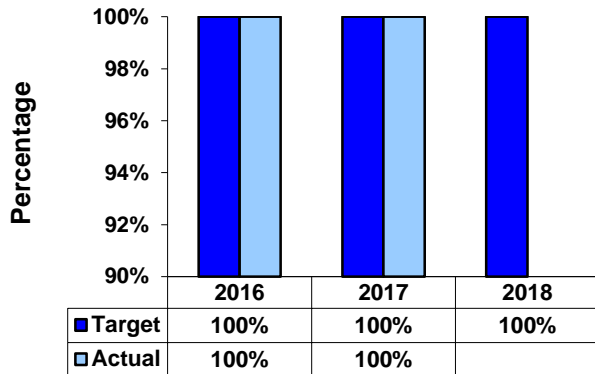


**Regional Official Plan  
Amendment Applications**

*Percentage of Regional Official Plan Amendment Applications where advice is requested by the Planning Division and provided by DAAC.*

**Notes:**

- 2016 actual was 4 out of 4.
- 2017 actual was 2 out of 2.

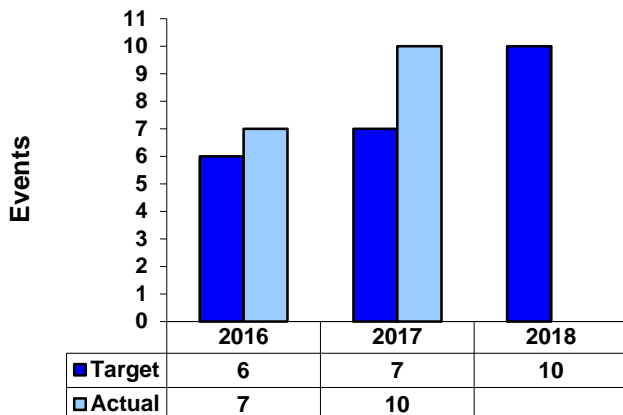


**Provincial and Regional  
Planning Initiatives**

*Percentage of significant Provincial and Regional Planning issues where advice was provided by DAAC.*

**Notes:**

- 2016 actual was 10 out of 10.
- 2017 actual was 10 out of 10.



**Raise Awareness  
of Agricultural/Rural Issues**

*Stage or participate in events to raise awareness of agricultural and related rural issues.*

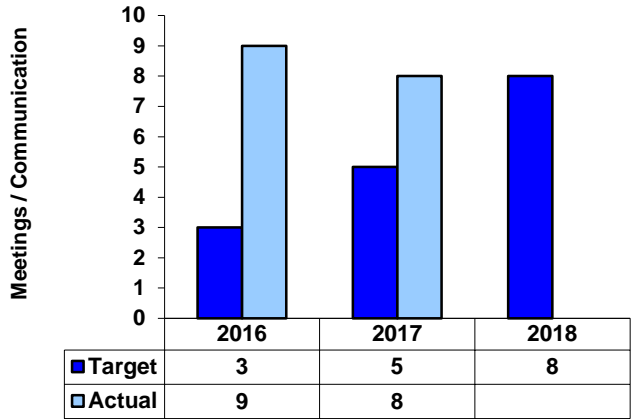


**2018 Program Detail**

**Planning**

**Performance Measurements (Continued):**

**DTCC**



**Co-ordination of  
Trail Activities**

*Provide advice to area municipalities and other trail providers on implementing the Regional Trail Network through individual consultation meetings/contact.*

**PROGRAM 7  
CITIZEN ADVISORY COMMITTEES**



**2018 Program Detail**

**Planning**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	-	1	1	-	1
Personnel Related	16	21	22	-	22
Communications	10	11	11	-	11
Supplies	-	1	1	-	1
<b>Net Program Expenses</b>	<b>26</b>	<b>34</b>	<b>35</b>	<b>-</b>	<b>35</b>

Summary:

Durham Agricultural Advisory Committee	17
Durham Environmental Advisory Committee	13
Durham Trails Coordinating Committee	5
	<b>35</b>



**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Planning**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Planning**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>412</b>	<b>412</b>	<b>379</b>	<b>41</b>	<b>420</b>

**PROGRAM 9  
TANGIBLE CAPITAL ASSETS - NEW**



**2018 Program Detail**

**Planning**

Description	Qty	Unit Cost	Total
<b><u>Administration and Support Services - Program 6</u></b>			
1 Smartboard	1	\$ 10,000	\$ 10,000
2 Desktop Computers - standard user with monitors	1	950	950
3 Workstation Modifications - Furniture & Fixtures	1	10,000	10,000
			<b>20,950</b>

**PROGRAM 10  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Planning**

Description	Qty	Unit Cost	Total
<b><u>Administration and Support Services - Program 6</u></b>			
1 Laptop Computers - power user with monitors	3	\$ 2,750	\$ 8,250
2 Desktop Computers - standard user with monitors	6	950	5,700
3 Desktop Computers - power user with monitors	7	1,950	13,650
			<b>27,600</b>

**PROGRAM 11  
APPLICATION AND APPROVAL REVENUE**



**2018 Program Detail**

**Planning**

**Purpose:**

Cost recovery for certain statutory planning approvals, applications and related matters.

**Program Activities:**

Detailed Program Revenue	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Area Municipal Official Plan Amendments</b>					
Application	30,000	34,000	34,000		34,000
Approval	-	4,000	4,000	-	4,000
	<u>30,000</u>	<u>38,000</u>	<u>38,000</u>	<u>-</u>	<u>38,000</u>
<b>Subdivision/Condominium</b>					
<b>Regional Applications</b>					
Application	36,000	13,500	13,500	18,000	31,500
Final Approval	3,375	2,250	2,250	1,125	3,375
<b>Delegated Applications</b>					
Subdivision Review	90,000	66,000	66,000	24,000	90,000
Condominium Review	29,500	14,000	14,000	13,500	27,500
Major Revision	9,000	3,000	3,000	6,000	9,000
Clearance	40,000	25,000	25,000	12,000	37,000
	<u>207,875</u>	<u>123,750</u>	<u>123,750</u>	<u>74,625</u>	<u>198,375</u>
<b>Land Division</b>					
Application	167,000	125,000	125,000	35,000	160,000
Commenting	50,100	37,500	37,500	10,500	48,000
Certification & Re-stamping	75,250	75,250	75,250	750	76,000
Tabling	6,750	4,500	4,500	1,500	6,000
Special	-	1,250	1,250	(750)	500
	<u>299,100</u>	<u>243,500</u>	<u>243,500</u>	<u>47,000</u>	<u>290,500</u>
<b>Regional Official Plan Amendments</b>					
Minor	14,000	21,000	21,000		21,000
Major	-	20,000	20,000		20,000
	<u>14,000</u>	<u>41,000</u>	<u>41,000</u>	<u>-</u>	<u>41,000</u>
Rezoning Applications	55,000	52,500	52,500		52,500
Other Fees	9,800	4,300	4,300	2,500	6,800
	<u>9,800</u>	<u>4,300</u>	<u>4,300</u>	<u>2,500</u>	<u>6,800</u>
<b>Total Revenue</b>	<b>615,775</b>	<b>503,050</b>	<b>503,050</b>	<b>124,125</b>	<b>627,175</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>ECONOMIC DEVELOPMENT &amp; TOURISM</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>695</b>
<b>PROGRAM SUMMARY .....</b>	<b>699</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>701</b>
 <b>PROGRAM DETAILS</b>	
1. Administration .....	703
2. Business Development .....	705
3. Tourism .....	709
4a. Business Advisory Centre Durham .....	713
4b. Facilities – Garden Street .....	715
5. Rural and Agriculture .....	717
6. Community Promotion Resource .....	721
7. Strategic Initiatives .....	723
8. Headquarters Shared Cost .....	727
9. Tangible Capital Assets - New .....	729
10. Tangible Capital Assets - Replacement .....	730



**2018 Business Plan**

**Economic Development & Tourism**

**Major Services & Activities**

**Business Development**

- ◆ Continue to implement the Foreign Direct Investment (FDI) Strategy including corporate visits to foreign owned subsidiaries in Durham Region.
- ◆ Promote the Region's key economic sectors: Agri-business; Energy, Environment and Engineering (EN3); Health Sciences; Innovative Technology; Manufacturing and Tourism.
- ◆ Undertake targeted investment attraction initiatives in key sectors and markets.
- ◆ Respond to investment inquiries and other queries in a timely manner.
- ◆ Develop marketing and advertising campaigns and marketing collateral, promoting Durham Region.
- ◆ Collect and maintain data and related statistics.

**Tourism**

- ◆ Implement the 2017-2021 Tourism Strategy.
- ◆ Create and distribute the annual Discovery Guide, Trails Map and other publications.
- ◆ Continue to provide programs that lead to the implementation of tourism strategies with the end result of attracting more visitors to Durham Region.
- ◆ Continue to implement the Sports Tourism Strategy and Action Plan.
- ◆ Continue to implement the Culinary Action Plan.
- ◆ Develop the Tourism Excellence Awards to recognize industry achievement in Durham Region.

**Business Advisory Centre Durham (BACD)**

- ◆ Provide business start-up and development support for entrepreneurs, and small and medium sized enterprises.
- ◆ Participate and provide advisory services to the Board of Directors.

**Rural and Agriculture**

- ◆ Continue to implement the 2013-2018 Agriculture Strategy including the Agri-Food workplan.
- ◆ Assist in the implementation of the 2013-2018 Vibrant North Durham Economic Development Plan.
- ◆ Continue to support Rural communities through Business Retention and Expansion (BR+E) studies, First Impressions Community Exchange (FICE), and downtown revitalization projects.
- ◆ Provide Education Outreach on the importance of activities in Rural Durham.



**2018 Business Plan**

**Economic Development & Tourism**

**Major Services & Activities (Continued)**

**Strategic Initiatives**

- ◆ Support and assist in the development and growth of identified economic sectors in Durham Region.
- ◆ Continue to coordinate the development, design and distribution of the Division's marketing collateral.
- ◆ Provide community support and partnership development.
- ◆ Continue to participate in and support the Spark Centre through programs such as the International Soft Landing program.
- ◆ Continue to promote the Film industry within Durham Region.
- ◆ Continue to work with the Data, Mapping and Graphics (DMG) section, to maintain all datasets for Economic Development.

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal A.1 - Propel the business and investment climate forward in Durham Region to enable more local employment.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the 2017-2021 Economic Development Strategy and the related Communication and Messaging plan.</li> <li>◆ Continue to implement the Foreign Direct Investment Strategy, including new focus on Tourism.</li> <li>◆ Continue to support the development and programming of Toronto Global.</li> <li>◆ Implement strategic infrastructure planning that supports economic development.</li> </ul>	

**Strategic Goal A.2 - Diligently attract, retain and mentor the next generation of employees to build a skilled, engaged and diverse workforce.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to partner with the Durham Workforce Authority to support programs and services that focus on building a skilled, engaged and diverse workforce.</li> <li>◆ Promote and support youth employment initiatives.</li> <li>◆ Continue to partner with post-secondary institutions to develop and promote programs that support local industry.</li> <li>◆ Continue to inform, educate, and engage Tourism stakeholders of hiring trends in the tourism sector.</li> </ul>	





**2018 Business Plan**

**Economic Development & Tourism**

**Strategic Goal A.3 - Promote and actively capitalize on opportunities to make Durham Region a premier destination that attracts and retains entrepreneurs, innovators, visitors and residents.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the 2017-2021 Tourism Strategy.</li> <li>◆ Continue to participate in and support Spark Centre and Business Advisory Centre Durham (BACD).</li> <li>◆ Continue to develop and deliver the Soft Landing Program to attract international start-ups to Durham.</li> <li>◆ Promote Durham Region as a Smart Energy sector leader and "Ontario's Energy Capital".</li> <li>◆ Promote Durham Region as an ideal Film location.</li> <li>◆ Promote, support, and facilitate continued development of Durham Region as a premier sport tourism destination.</li> </ul>	

**Strategic Goal A.4 - Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system security.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to implement the Region of Durham Agricultural Strategy 2013 - 2018.</li> <li>◆ Continue to support and promote innovative agricultural programs through partnership with post-secondary institutions.</li> <li>◆ Continue to support the activities of the Durham Agriculture Advisory Committee (DAAC).</li> <li>◆ Continue to implement the Culinary Strategy to promote the local food market.</li> </ul>	

**Strategic Goal A.5 - Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Work to showcase new and emerging technology developed in Durham's post-secondary institutions such as University of Ontario Institute of Technology (UOIT) Automotive Centre of Excellence (ACE) and Durham College's Office of Research Services, Innovation and Entrepreneurship (ORSIE).</li> <li>◆ Research, identify and develop new energy projects with community stakeholders.</li> <li>◆ Continue to support the initiatives of the Spark Centre.</li> </ul>	

**Strategic Goal B.1 - Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Actively promote the trail network.</li> <li>◆ Distribute Trail Guides and Durham Cycle Tour maps.</li> <li>◆ Promote outdoor recreation opportunities and healthy workforce programs in Durham Region.</li> </ul>	



**2018 Business Plan**

**Economic Development & Tourism**

**Strategic Goal B.7 - Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to support and facilitate local cultural festivals and events.</li> <li>◆ Continue to provide support for stakeholders promoting culture, heritage, and the arts in Durham.</li> </ul>	

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>C.5</b>	Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

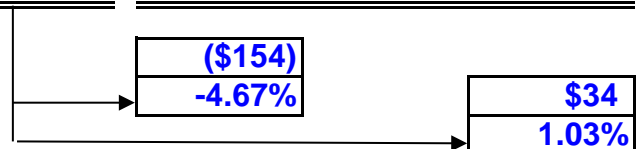


### 2018 Business Plan

### Economic Development & Tourism

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	554	592	600	43	643
2 Business Development	459	568	575	6	581
3 Tourism	633	810	770	49	819
4(a) Business Advisory Centre Durham (BACD)	160	160	160	-	160
4(b) Facilities - Garden Street (BACD)	72	72	72	-	72
Subtotal BACD	232	232	232	-	232
5 Rural and Agriculture	419	461	469	(1)	468
6 Community Promotion Resource	19	25	25	-	25
7 Strategic Initiatives	555	572	442	45	487
8 Headquarters Shared Cost	109	109	100	11	111
<b>Operating Subtotal</b>	2,980	3,369	3,213	153	3,366
<b>Tangible Capital Assets:</b>					
9 New	-	-	-	35	35
10 Replacement	7	7	9	-	9
<b>Tangible Capital Assets Subtotal</b>	7	7	9	35	44
<b>Total Program Expenses</b>	<b>2,987</b>	<b>3,376</b>	<b>3,222</b>	<b>188</b>	<b>3,410</b>
<b>Revenue Programs</b>					
2 Business Development	(30)	(30)	(30)	-	(30)
3 Tourism	(55)	(50)	(50)	-	(50)
<b>Total Revenue Programs</b>	<b>(85)</b>	<b>(80)</b>	<b>(80)</b>	<b>-</b>	<b>(80)</b>
<b>Net Program Expenses</b>	<b>2,902</b>	<b>3,296</b>	<b>3,142</b>	<b>188</b>	<b>3,330</b>

Summary of Increase (Decrease)





**2018 Business Plan**

**Economic Development & Tourism**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	35	Economic increases
Operating Expenses	(47)	Remove one-time consulting fees for Sport Bid Fund
Operating Expenses	(80)	Remove one-time advertising campaign
Operating Expenses	(47)	Remove one-time consulting fees for investdurham.ca website
Operating Expenses	(8)	Remove one-time printing costs
Operating Expenses	(9)	Headquarters shared cost
Tangible Capital Assets - Replacement	2	Increased requirement
	<u>(154)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Administration

♦ Increase in Advertising costs to support the implementation of the 2017-2021 Economic Development Strategy which includes a communications plan.	48
♦ Decrease in Professional, Technical and Consulting costs based on 2017 spending and forecasted requirements.	(5)
	43

#### Business Development

♦ Increase in Community Relations (\$13k) for 2018 projected spending and decrease in Memberships & Dues (-\$5k) and Trade Shows (-\$5k) to support changes in strategic programming.	3
♦ Increase in Car Allowance (\$2k) and Conferences (\$1k) based on 2017 actual expense and forecasted requirements.	3
	6

#### Tourism

♦ Increase in temporary salaries to provide additional Tourism staff support to Northern Municipalities.	20
♦ Decreases in Car Allowance (-\$4k), Printing and Reproduction (-\$1k), Advertising (-\$8K), Community Relations (-\$14k), Miscellaneous Program Services (-\$1k), Professional, Technical and Consulting (-\$12k) to reflect forecasted requirements.	(40)
♦ Increases in Membership and Dues (\$1k), Trade Shows (\$23k) and Promotional Items (\$5k) to reflect projected spending.	29
♦ Decrease in Culinary Tourism Program: Printing and Reproduction (-\$1k), Advertising (-\$3k), Promotional Items (-\$1k), Purchased Services (-\$5k), Professional, Technical and Consulting (-\$2k) to reallocate funds to other priorities.	(12)
♦ Decrease in Tourism Excellence Awards Program: Community Relations (-\$5k) and Purchased Services (-\$1k) to reflect 2018 projected spending.	(6)
♦ Net increase to Sport Tourism Program: including decreases in Community Relations (-\$1k), Trade Shows (-\$1k), Professional, Technical and Consulting (-\$7k) and increases in Advertising (\$2k), Promotional Items (\$1k) and Purchased Services (\$75k) to reflect the successful bid of the 2019 ParaSport Games and on-going multi-year spending for Sport Durham hosting and bid costs.	69
♦ Decrease in Trails Tourism Program: Printing & Reproduction to reflect 2018 projected spending.	(10)
♦ Net decrease to various Cycle Tourism expenses to reflect planned programming.	(1)
	49

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Rural and Agriculture

- ◆ Decrease in Car Allowance to reflect 2018 requirements.
(1)
- (1)

#### Strategic Initiatives

- ◆ Decreases in Car Allowance (-\$5k), Membership and Dues (-\$1k), Community Relations (-\$2k) based on 2017 actual expenses.
(8)
- ◆ Decrease in Professional, Technical and Consulting to offset increase in Payments to Outside Agencies.
(30)
- ◆ Increase in Payments to Outside Agencies to support requested increase from the Spark Centre (\$50k), Soft Landing Program partnership (\$20k) and new contact management system, HubSpot (\$10k).
80
- ◆ Increases in various other expenses to reflect forecasted requirements.
3
- 45

#### Headquarters Shared Cost

- ◆ Economic Development & Tourism's share of costs related to the operation and maintenance of Regional Headquarters.
11
- 11

#### Tangible Capital Assets

- ◆ Tangible Capital Assets - New for the purchase of a Regional Tourism branded van for transporting event related materials.
35
- 35

**Total Program Changes** **188**



## 2018 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To establish and implement the overall direction for the delivery of Economic Development & Tourism services including: Investment Attraction, Strategic Initiatives, Rural & Agricultural Affairs, and Tourism.
- ◆ To provide assistance to professional and management staff in delivering their responsibilities.

### Description of Program Activities:

#### Director

- ◆ Provide overall guidance and coordination of divisional services.
- ◆ Ensure the delivery of Economic Development and Tourism services in an effective and efficient manner.
- ◆ Represent Economic Development and Tourism interests of the Region by liaising with area municipalities, other Regions, and economic development stakeholders, to further Regional interests.
- ◆ Provide budget development and financial accountability.
- ◆ Advocate to senior levels of government and co-ordinate the efforts of municipalities, agencies and stakeholders, to advance the Region's Economic Development and Tourism interests.
- ◆ Guide the implementation of the Region's 2017-2021 Economic Development Strategy.

#### Administrative Services

- ◆ Provide customer care and clerical support services for the division.
- ◆ Assist in the preparation of the annual divisional Business Plans and Budgets.
- ◆ Provide minutes and reports for conferences, seminars, workshops and meetings.
- ◆ Monitor the financial position of the division, ensuring expenditures and receipts are recorded in an accurate and timely manner.
- ◆ Data entry into Contact Management System.
- ◆ Coordinate and administer consulting agreements and other formal agreements required by the division.
- ◆ Maintain central file system for divisional use.
- ◆ Order, receive and monitor supplies and materials for staff use.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 4
- ◆ 2017 Full Time Staff = 4

**PROGRAM 1  
ADMINISTRATION**



**2018 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	409	431	439	-	439
Personnel Related	33	27	27	-	27
Communications	88	101	101	48	149
Supplies	4	5	5	-	5
Materials & Services	-	1	1	-	1
Equipment Maintenance & Repairs	4	4	4	-	4
Professional Services	15	20	20	(5)	15
Minor Assets & Equipment	1	3	3	-	3
<b>Gross Operating Expenses</b>	<b>554</b>	<b>592</b>	<b>600</b>	<b>43</b>	<b>643</b>
<b>Tangible Capital Assets</b>					
Replacement	7	7	9	-	9
<b>Total Tangible Capital Assets</b>	<b>7</b>	<b>7</b>	<b>9</b>	<b>-</b>	<b>9</b>
<b>Net Program Expenses</b>	<b>561</b>	<b>599</b>	<b>609</b>	<b>43</b>	<b>652</b>





## 2018 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To attract new investment and jobs to Durham Region, by promoting Durham Region in international markets through participation in investment missions, and through outreach to key investment intermediaries in the site selection/real estate fields.
- ◆ To seek out opportunities to promote Durham Region as the place to invest for non-residential investment.
- ◆ Work in partnership with Toronto Global and Durham Economic Development Partnership (DEDP) and other partners to attract investment to the Region.

### Description of Program Activities:

- ◆ Continue to implement the Foreign Direct Investment (FDI) strategy to attract new investment and jobs from priority markets in the United States, Germany, China and Brazil. Priority sectors include: Agri-business; Energy, Environment and Engineering (EN3); Health Sciences; Innovative Technology; and Manufacturing.
- ◆ In partnership with other investment attraction organizations (DEDP, Ontario Manufacturing Communities Alliance, and Ontario Food Corridor), participate in investment attraction missions to target markets focusing on target sectors.
- ◆ Continue to utilize the Chinese Development Officer, stationed in China, to generate leads for Durham Region.
- ◆ Develop and implement familiarization (FAM) tours and other promotional opportunities for Site Selector and Real Estate industries to create awareness of Durham Region as a place to invest.
- ◆ Ensure all investment inquiries are responded to in a timely manner with appropriate follow-up as warranted.
- ◆ Work with the DEDP to conduct corporate calls with existing foreign owned subsidiaries in Durham Region, to understand the key factors that encouraged their investment decision in the Region, as well as red flagging potential issues/barriers that could result in a company leaving the Region.
- ◆ Host missions and delegations from other international jurisdictions as well as Provincial Ministries, in order to promote the investment assets of Durham Region.

### Description of Program Resources:

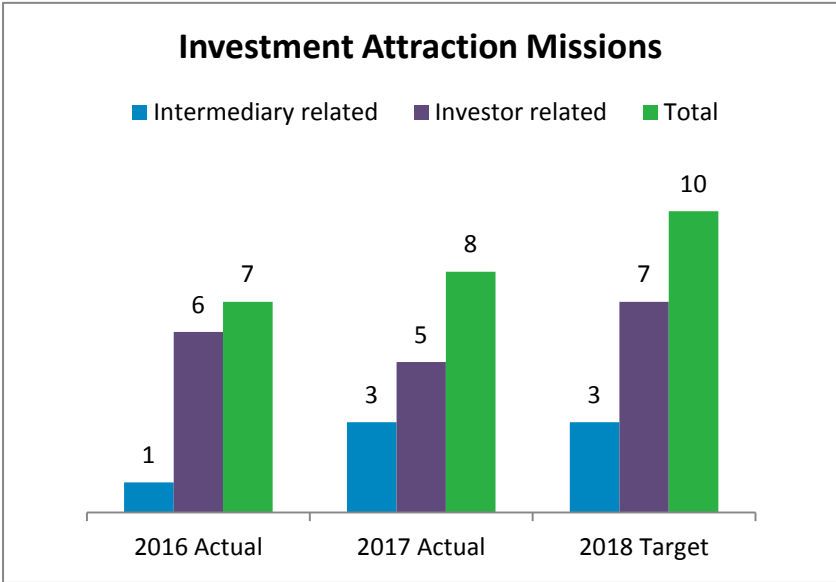
- ◆ 2018 Full Time Staff = 2  
2017 Full Time Staff = 2



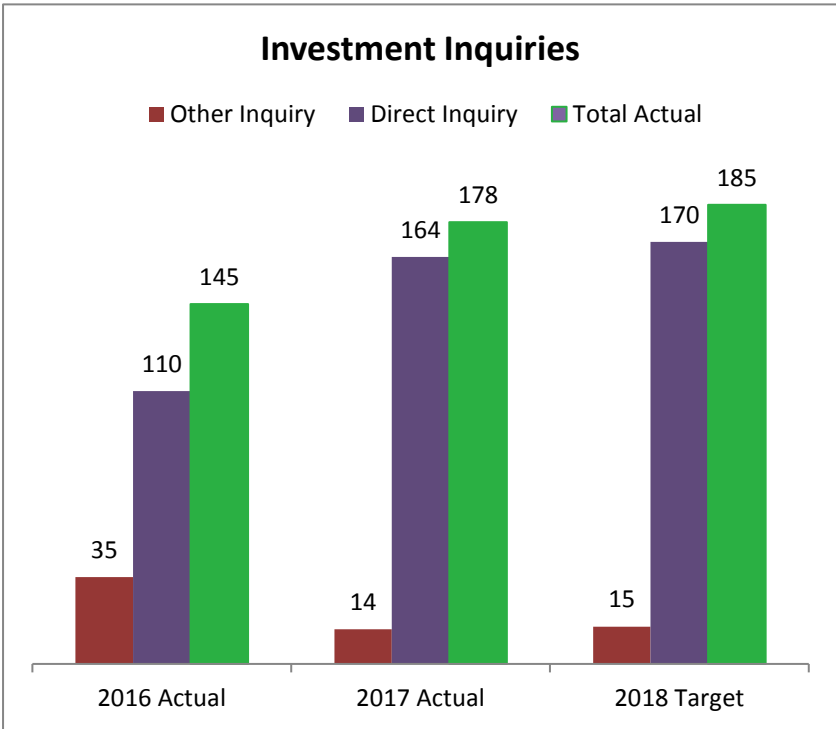
**2018 Program Detail**

**Economic Development & Tourism**

**Performance Measurements:**



*Promoting Durham Region internationally to attract Investment. Number of Investment Attraction missions in which Durham participated.*



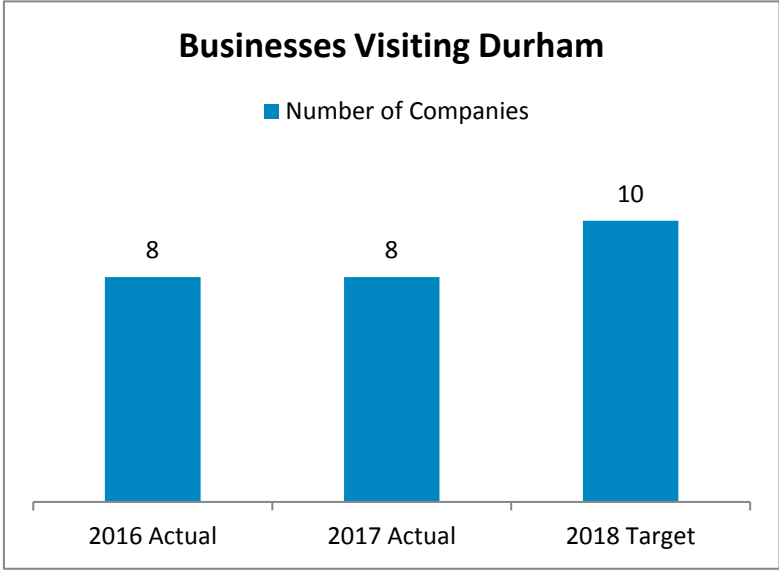
*Investment Inquiries which demonstrated an interest in Durham Region and are provided ongoing follow-up. Direct Inquiry is as a result of Durham Region activities. Other Investment Inquiries come from Toronto Global, Province of Ontario, Global Affairs Canada and other sources. Note: Inquiries have increased due to undertaking more missions in 2017. The number of inquiries received by outside agencies has decreased as Toronto Global no longer forwards leads to the Region.*



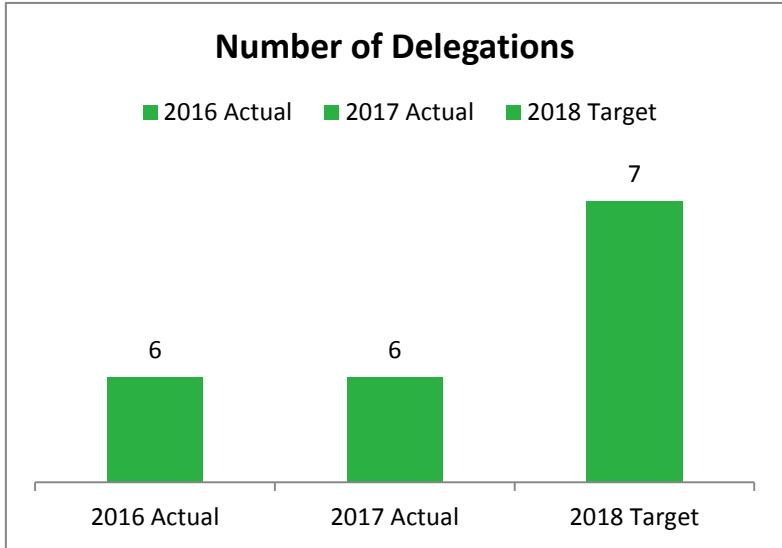
**2018 Program Detail**

**Economic Development &  
Tourism**

**Performance Measurements (Continued):**



*Number of Businesses  
visiting Durham to  
investigate investment  
potential.*



*Government Delegations  
and Intermediaries who  
visited Durham Region.*

**PROGRAM 2  
BUSINESS DEVELOPMENT**



**2018 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	176	297	303	-	303
Personnel Related	24	19	19	(2)	17
Communications	84	122	123	8	131
Professional Services	175	130	130	-	130
<b>Total Expenses</b>	<b>459</b>	<b>568</b>	<b>575</b>	<b>6</b>	<b>581</b>
<b>Revenues</b>					
Revenue from Municipalities	(30)	(30)	(30)	-	(30)
<b>Total Revenues</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>	<b>-</b>	<b>(30)</b>
<b>Net Program Expenses</b>	<b>429</b>	<b>538</b>	<b>545</b>	<b>6</b>	<b>551</b>



## 2018 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To attract and promote Durham Region as a destination for tourists, residents, meetings and conventions, sport events and festival goers.
- ◆ Strengthen the Region's role in the following areas: product development; engaging market-ready tourism partners; identifying, evaluating and bidding on new sporting events and supporting existing events; coordinate and facilitate promotions and linkages to align with strategies of Central Counties Tourism (RTO6) and the Ontario Tourism Marketing Partnership Corporation (OTMPC).
- ◆ Promote and market Durham Region through a strong Marketing, Communications and Public Relations Plan.

### Description of Program Activities:

#### **Implement programs from the 2017-2021 Tourism Strategy**

- ◆ Develop and implement new branding for Durham Tourism including updating Tourism website.
- ◆ Develop dedicated program to attract motor coach industry to increase overnight stays.
- ◆ Collaborate with Central Counties Tourism to develop and promote tourism experiences.
- ◆ Nurture ongoing partnerships with Central Counties Tourism, Economic Developers Council of Ontario / Canada (EDCO/ EDAC), Creative Community Networks, Tourism Industry Association Ontario (TIAO), Festival and Events Ontario (FEO), Destination Marketing Association International (DMAI), Ontario Culinary Tourism Alliance (OCTA), Ontario Motorcoach Association (OMCA) and the Canadian Sport Tourism Alliance (CSTA).
- ◆ Continue to implement culinary agri-tourism workplan including the creation of signature experiences.
- ◆ Continue to engage and promote festival producers and the arts community to showcase culture in Durham Region.

#### **Enhance and expand sport tourism**

- ◆ Identify, evaluate and submit bids for new sporting events that will generate positive economic impact and enhance sport culture in the Region, and support existing events.
- ◆ Collaborate with partners to plan and execute events co-hosted by Sport Durham, such as the 2018 Skate Canada National Synchronized Skating Championships, 2018 Ontario Basketball Under 15 Girls Provincial Championships and 2019 Ontario Parasport Games.
- ◆ Continue to develop and execute Sport Durham marketing and communications plans and tactics.

#### **Enhance and expand cycle tourism and promote Durham trails**

- ◆ Develop and implement plans to evolve and promote cycle tourism and Durham trails.

#### **Coordinate and distribute tourism publications**

- ◆ Produce the 2018 Discovery Guide, including translated versions in Mandarin, Japanese, German and Portuguese. Print and distribute the Durham Region Fishing Guide, Durham Trails Guide and Durham Cycle Tours Map.

#### **Support and foster tourism networks throughout the Region**

- ◆ Provide ongoing educational opportunities to assist the tourism sector.
- ◆ Implement the findings of the Central Counties Tourism - Tourism Readiness Survey to better assist stakeholders with their current marketing and promotional needs.



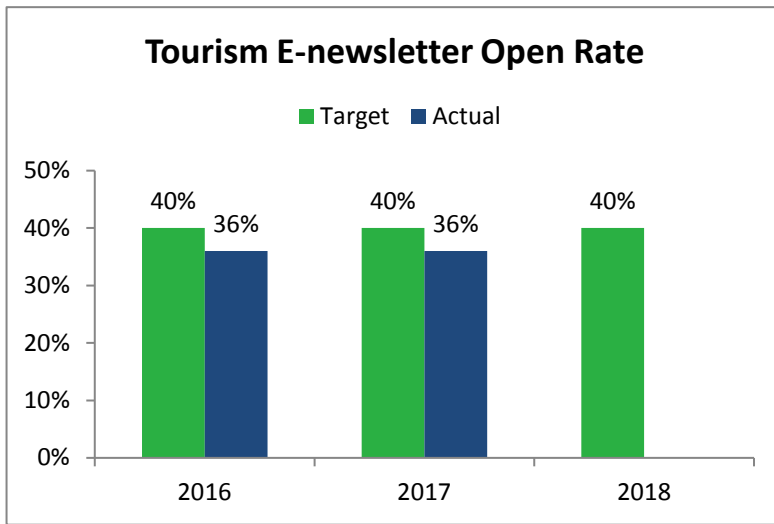
**2018 Program Detail**

**Economic Development & Tourism**

**Description of Program Resources:**

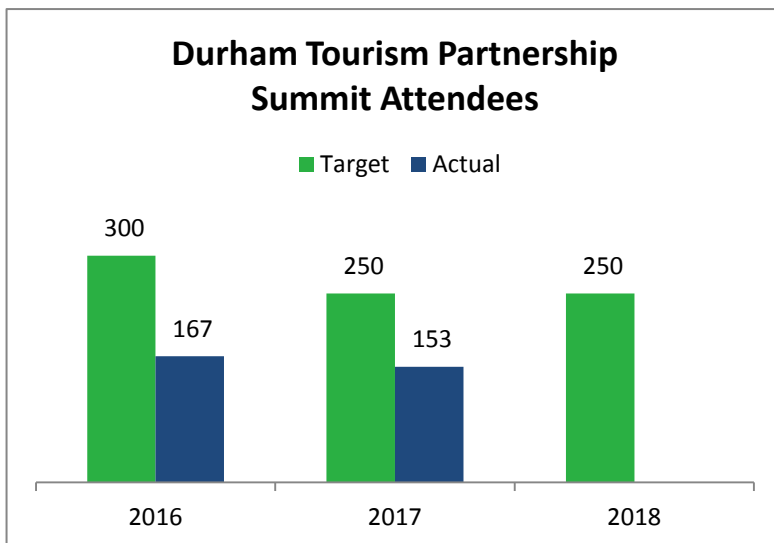
- ◆ 2018 Full Time Staff = 3
- 2017 Full Time Staff = 3

**Performance Measurements:**



**Note: The Industry average open rate for travel e-newsletters is 20% and the Tourism e-newsletter is trending significantly higher.**

*Open rate is a measure of what percentage of people on an email list open a particular email campaign.*



**Note: Durham Tourism hosts an annual tourism summit in partnership with Central Counties Tourism.**

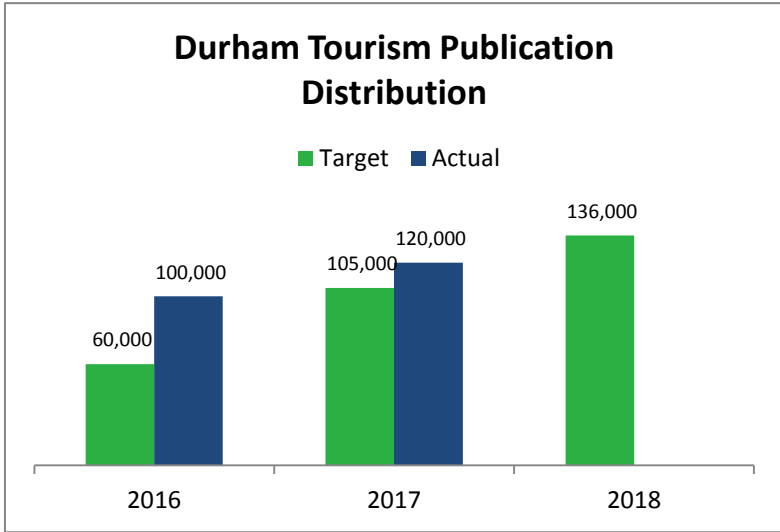
*Durham Tourism will combine the Tourism Partnership Summit and Sport Convergence in 2018.*



**2018 Program Detail**

**Economic Development & Tourism**

**Performance Measurements (Continued):**



**Note: 2018 distribution targets for Durham Tourism publications are:**

- Discovery Guide (English) - 70,000
- (Mandarin) - 10,000
- (Japanese) - 5,000
- (Portuguese) - 1,000
- Durham Fishing Guide - 10,000
- Durham Trails Map - 20,000
- Durham Cycle Tours Map - 20,000



**2018 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	269	314	322	20	342
Personnel Related	17	22	22	(3)	19
Communications	181	255	255	(13)	242
Materials & Services	73	85	37	69	106
Professional Services	93	134	134	(24)	110
<b>Gross Operating Expenses</b>	<b>633</b>	<b>810</b>	<b>770</b>	<b>49</b>	<b>819</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	35	35
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35</b>	<b>35</b>
<b>Total Expenses</b>	<b>633</b>	<b>810</b>	<b>770</b>	<b>84</b>	<b>854</b>
<b>Revenues</b>					
Fees & Service Charges	(46)	(50)	(50)	-	(50)
Sundry Revenue	(9)	-	-	-	-
<b>Total Revenues</b>	<b>(55)</b>	<b>(50)</b>	<b>(50)</b>	<b>-</b>	<b>(50)</b>
<b>Net Program Expenses</b>	<b>578</b>	<b>760</b>	<b>720</b>	<b>84</b>	<b>804</b>



# PROGRAM 4A BUSINESS ADVISORY CENTRE DURHAM



## 2018 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To provide core funding, in partnership with the Province, for staff resources and facilities, to maintain the operation of the Business Advisory Centre Durham (BACD).

### Description of Program Activities:

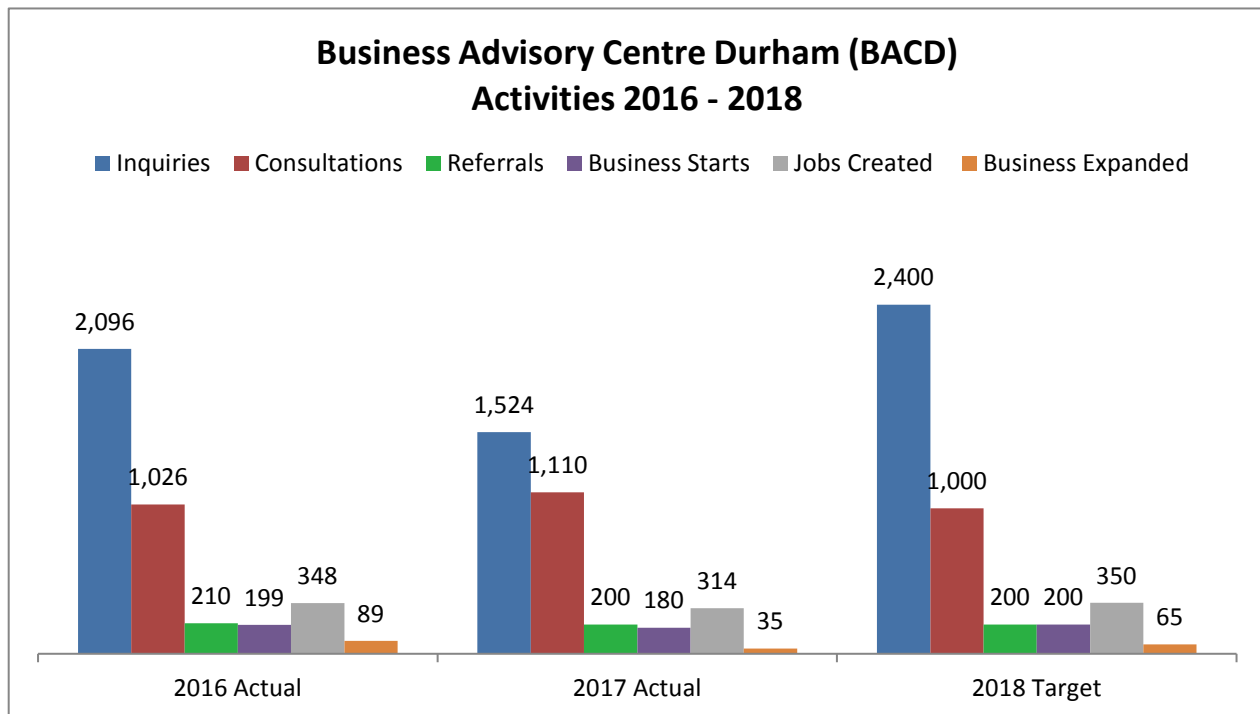
- ◆ Assist, advise, mentor and monitor start-up and existing businesses and business associations that seek guidance from the BACD on growing their business.
- ◆ Outreach to the Community with programs and participate in targeted business activities and functions.
- ◆ Monitor Centre operations, maintenance and upkeep.
- ◆ Liaise with the Provincial and Federal governments and private sector partners to deliver the services of the BACD.
- ◆ Deliver Provincial programs as required.
- ◆ Provide support and directions for new immigrants and displaced workers.

### Description of Program Resources:

- ◆ Staff resources are determined by the Board of Directors with input from Region of Durham Board representative. The Director of Economic Development participates as an Advisor to the Board.

### Performance Measurement:

- ◆ Performance Measurements are tracked annually by the Province using their mandatory tracking system. Based on results, funding is determined for the following year. This includes outreach, consultations with new and existing businesses, seminar attendance, and jobs created.



**PROGRAM 4A  
BUSINESS ADVISORY CENTRE DURHAM**



**2018 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Outside Agency Expenses	160	160	160	-	160
<b>Net Program Expenses</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>-</b>	<b>160</b>



**2018 Program Detail**

**Economic Development &  
Tourism**

**Purpose:**

- ♦ To provide operating space for the Business Advisory Centre Durham, operating since 1998.

**Description of Program Activities:**

- ♦ Costs reflect rental and maintenance for the facility.

**Description of Program Resources:**

- ♦ Staff resources (Economic Development; Works - Facilities Management to operate space).

**PROGRAM 4B  
FACILITIES - GARDEN STREET**



**2018 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Buildings & Grounds Operations	1	3	3	-	3
Contracted Services	6	6	6	-	6
Leased Facilities Expenses	64	62	62	-	62
Insurance	1	1	1	-	1
<b>Net Program Expenses</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>-</b>	<b>72</b>



## **2018 Program Detail**

## **Economic Development & Tourism**

### **Purpose:**

#### **Rural**

- ◆ To provide support and services for the attraction, retention and expansion of new and existing businesses within rural Durham.
- ◆ To promote and support the revitalization of the rural area downtowns and encourage the development of cultural and business opportunities, while inspiring and supporting entrepreneurship and fostering the preservation of their distinct natural, built and cultural heritage.
- ◆ To strengthen accessibility to services that build a stronger rural and small town identity.

#### **Agriculture**

- ◆ To strengthen and provide support and services for the attraction, retention and expansion of new and existing businesses within the agriculture industry.
- ◆ To work with the Investment Attraction Team to attract new investment in the Agri-food sector.
- ◆ To assist the agriculture sector in developing the necessary infrastructure and services to support the growth of the industry in Durham Region.
- ◆ To assist the agricultural sector in promoting outreach and education to the public and agricultural labour force.

### **Description of Program Activities:**

#### **Implement the Region's Agricultural Strategy 2013-2018**

- ◆ Continue to investigate partnerships and research of new crops/bio-sources for value-added markets (i.e. non-traditional crops, biomass and alternative on-farm energy production).
- ◆ Work with agriculture, agri-food sector and government partners, to access funding opportunities for improvements in the application of technology and best practices.
- ◆ Liaise with the local food service sector, the public, and local food producers to build a strong network and infrastructure to support local food procurement.
- ◆ Support initiatives by our key stakeholders and partners including: Durham Farm Fresh, Durham Farm Connections, Ontario Food Cluster, Durham Farm and Rural Family Resources and Leading Livestock Genetics.

#### **Education Outreach**

- ◆ Provide workshops/sessions for manufacturers, food producers/processors, entry level farmers and volunteers.
- ◆ Support food processors and manufacturers by participating in trade show opportunities to assist in their marketing efforts.
- ◆ Continue to support the Durham Agricultural Advisory Committee.
- ◆ Advance the Education/Awareness of the Agriculture Industry by profiling the Region's agricultural and agri-food industry through student education programs, agricultural fairs and festivals/events, and investment & industry tours.
- ◆ Encourage and support research and application of new products and technology by local businesses, in partnership with Durham College and the University of Ontario Institute of Technology (UOIT), as well as identify training needs for the agriculture and agri-food industry.



**2018 Program Detail**

**Economic Development & Tourism**

**Description of Program Activities (Continued):**

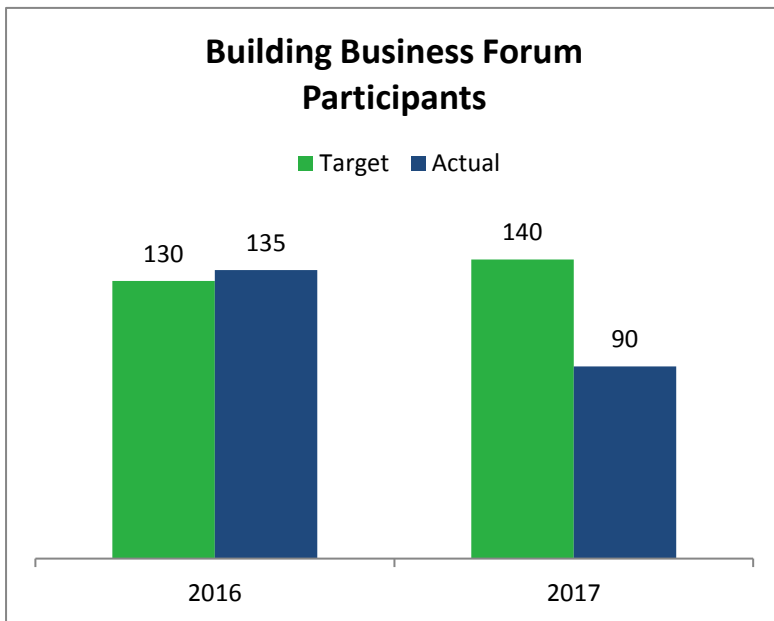
**Assist in implementation of the Vibrant North Durham Economic Development Plan 2013-2018**

- ◆ Building Business Forum annual event.
- ◆ Communicate with the business community through website, e-newsletter, print and social media.
- ◆ Monitor the availability of services necessary to support rural communities and identify gaps in services and infrastructure (e.g. broadband, water and sewer servicing opportunities, roads).
- ◆ Assist in implementing the actions of Township of Scugog Business Retention and Expansion (BR&E) program.
- ◆ Implement a business visitation program and business tours.
- ◆ Cooperate with the Ontario Ministry of Agriculture and Food and Rural Affairs (OMAFRA) to implement market analysis tools for downtown revitalization in north Durham.
- ◆ Support the development of the rural municipalities' industrial parks by marketing on website, maintaining current site data and responding to inquiries in a timely manner.
- ◆ Continue to support the Brock, Scugog and Uxbridge Economic Development Advisory Committees.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 3
- 2017 Full Time Staff = 3

**Performance Measurements:**



***Annual event held in the Fall in rural Durham Region that brings together business leaders to share success stories and inspire rural entrepreneurs.***

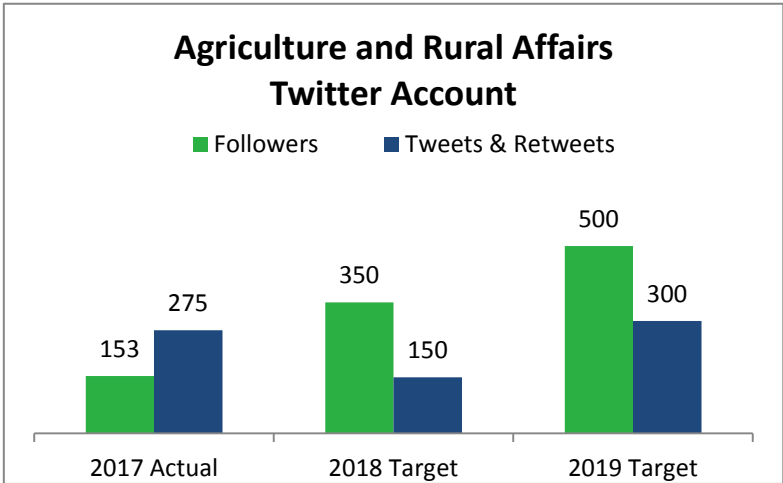
*Event has been postponed in 2018, to resume in 2019.*



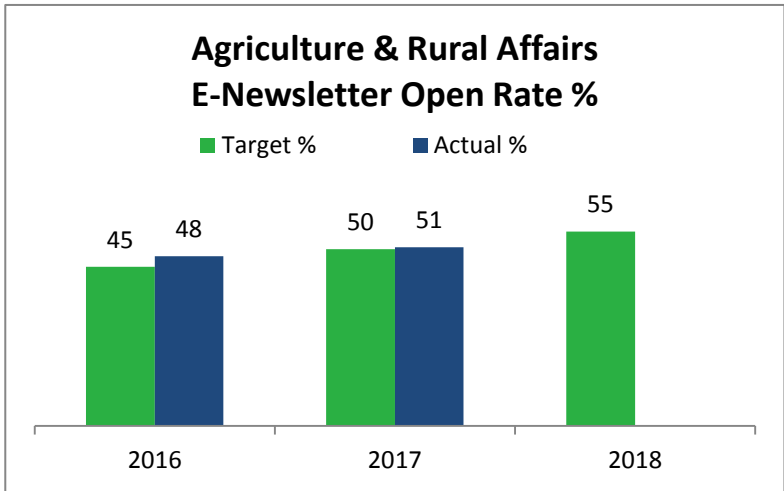
**2018 Program Detail**

**Economic Development & Tourism**

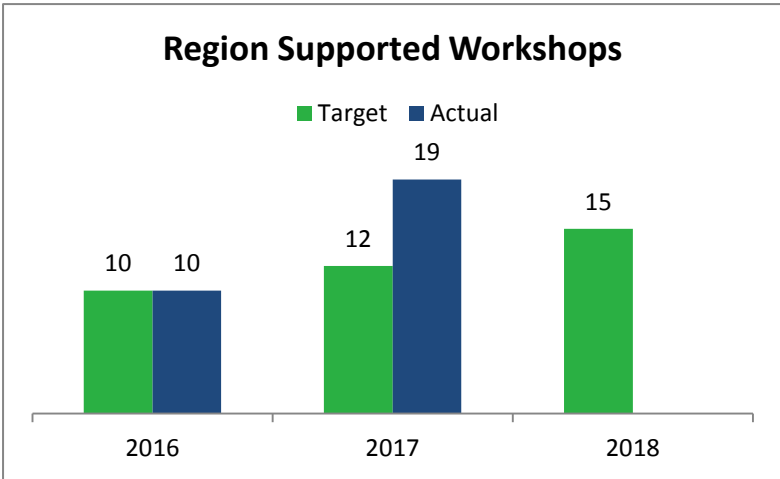
**Performance Measurements (Continued):**



*Broaden outreach with target audiences and create a greater awareness of the agriculture and rural communities in Durham Region.*



*The open rate is a percentage that indicates how many successfully delivered newsletter campaigns were opened by subscribers.*



*Workshops being offered with Region support. Topics for 2017 included value added agriculture and community economic development 101.*

**PROGRAM 5  
RURAL AND AGRICULTURE**



**2018 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	299	314	322	-	322
Personnel Related	10	21	21	(1)	20
Communications	31	42	42	-	42
Outside Agency Expenses	34	37	37	-	37
Professional Services	45	47	47	-	47
<b>Net Program Expenses</b>	<b>419</b>	<b>461</b>	<b>469</b>	<b>(1)</b>	<b>468</b>



# PROGRAM 6 COMMUNITY PROMOTION RESOURCE



## 2018 Program Detail

## Economic Development & Tourism

### Purpose:

- ♦ Promote Regional and local community/cultural events.
- ♦ Recognize community volunteer organizations in appreciation of their efforts.

### Description of Program Activities:

- ♦ Support sporting/community/cultural events at the Tribute Communities Centre.
- ♦ The Region's suite permits Durham to host important local, provincial, national and international clientele. In addition, this venue offers an opportunity to showcase the Tribute Communities Centre and profile Durham as a location for a wide range of activities and events.
- ♦ Local service clubs and non-profit organizations are given the opportunity to use the facility.
- ♦ The use by the Division is for business and volunteer appreciation.

### Performance Measurement:

<u>USAGE OF THE TRIBUTE COMMUNITIES CENTRE SUITE</u>		
<u>2017</u>		
	<u>Events</u>	<u>%</u>
Local Volunteer Organizations	46	77
Region of Durham	10	17
Economic Development & Tourism	4	7
	<u>60</u>	<u>100</u>

**PROGRAM 6  
COMMUNITY PROMOTION RESOURCE**



**2018 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Rentals - Tribute Communities Centre Box	19	25	25	-	25
<b>Net Program Expenses</b>	<b>19</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>25</b>



## **2018 Program Detail**

## **Economic Development & Tourism**

### **Purpose:**

- ◆ To actively participate and represent the Region on special projects, initiatives and events with industry leaders, post-secondary institutions and various business stakeholders that complement or benefit economic development for the Region of Durham.
- ◆ To promote Durham Region as a great place to do business; foster relationships between the business community, academia, industry and various levels of government; and advocate for the needs of industry.
- ◆ To support Investment Attraction, Agriculture and Rural Affairs, and Tourism sector activities, by maintaining and providing data and statistical information, marketing collateral and supporting materials.

### **Description of Program Activities:**

#### **Sector Development**

- ◆ Work closely with local partners, business groups, industry, various levels of government and other related parties to develop and implement sector specific projects that promote and enhance sector-specific business opportunities, as well as measurably increase the economic well-being of the Region. This includes Agri-business; Energy, Environment and Engineering (EN3); Health Sciences; Innovative Technology; Manufacturing and Tourism sectors as identified in the 2017-2021 Economic Development Strategy.
- ◆ Undertake sector-specific projects such as cluster mapping and studies, research, trends and economic impact analysis to determine programming and suitable partners for each sector.
- ◆ Develop long-term programming based on recommendations and outcomes from the Economic Development Strategy.
- ◆ Collaborate with Spark Centre, BACD and other relevant organizations to promote and support small business and innovation activities that encourage, develop and grow a culture of innovation. This includes, but is not limited to participating in relevant conferences, pitch competitions, international soft landing programs, networking opportunities and other related activities.

#### **Community Relations and Partnership Development**

- ◆ Facilitate collaboration and partnerships between industry, academia and various business support groups to grow, strengthen and diversify Durham's economic base.
- ◆ Collaborate with local stakeholders on initiatives that benefit the local business community by encouraging new business development and growth. This also includes promoting economic development activities through community outreach, networking and building relationships with other stakeholders.
- ◆ Actively represent the Region of Durham on boards and committees including: Durham Workforce Authority; Local Diversity and Immigration Partnership Council; Ajax-Pickering Board of Trade Government Relations Committee; Health and Safety Committee; Durham Immigration Portal; and Economic Developers Council of Ontario.
- ◆ Work with UOIT, Durham College and Trent University to facilitate program development that supports the needs of local industry.



**2018 Program Detail**

**Economic Development &  
Tourism**

**Description of Program Activities (Continued):**

**Marketing, Advertising and Promotional Collateral**

- ◆ Coordinate the development, design and distribution of the Division's marketing collateral. This includes sector brochures, social media, value proposition/lure brochures, advertisements, e-newsletters and other vehicles.
- ◆ Continue to support relevant and targeted advertising opportunities for Economic Development.
- ◆ Update data and relevant content under "Doing Business" on the corporate website. This also includes working with IT and the Business Development team on developing three separate micro sites in languages that support the Division's activities in key markets of Brazil, China and Germany.

**Data Collection and Statistics**

- ◆ Continue to work with the Data, Mapping and Graphics (DMG) Section, to maintain all datasets for Economic Development.
- ◆ Coordinate and undertake research; compile, track and maintain multiple information systems, focusing on economic and key sector data. Information collected is used to support the following activities, but not limited to attracting investment; data, statistics and content for marketing and promotional collateral; information and Council reports; and pertinent up-to-date information on key sectors and other economic indicators.

**Description of Program Resources:**

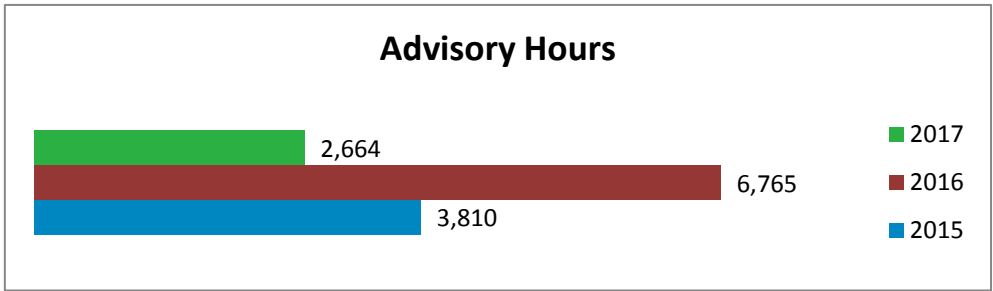
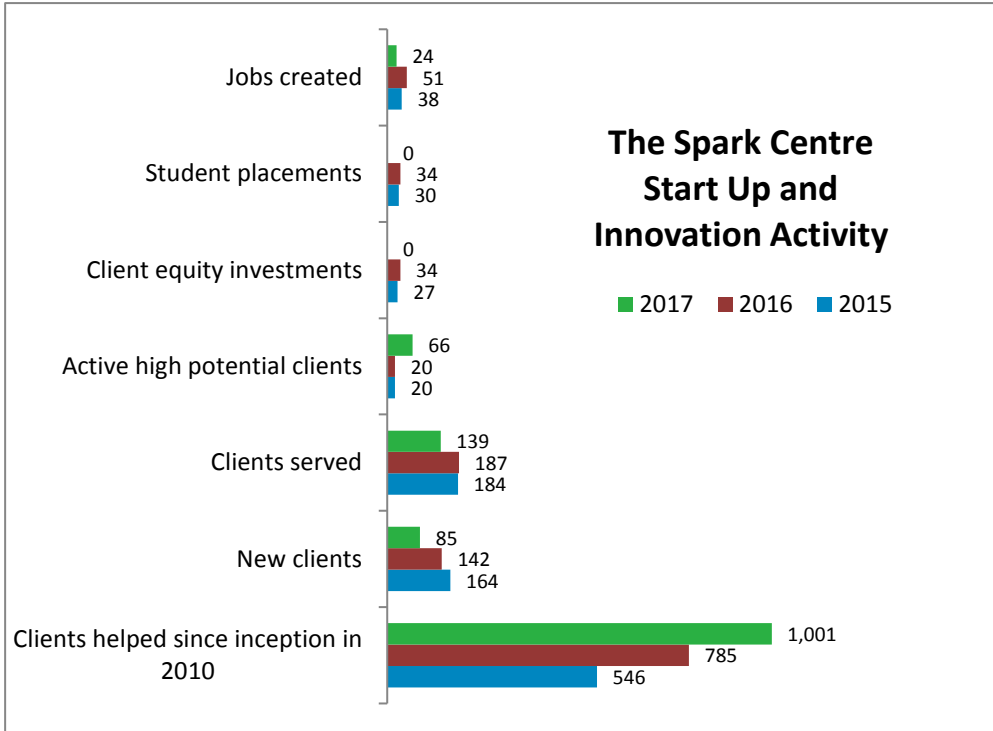
- ◆ 2018 Full Time Staff = 2  
2017 Full Time Staff = 2



2018 Program Detail

Economic Development & Tourism

Performance Measurement:



**PROGRAM 7  
STRATEGIC INITIATIVES**



**2018 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	223	225	230	-	230
Personnel Related	9	17	17	(5)	12
Communications	209	153	65	-	65
Outside Agency Expenses	100	100	100	80	180
Professional Services	14	77	30	(30)	-
<b>Net Program Expenses</b>	<b>555</b>	<b>572</b>	<b>442</b>	<b>45</b>	<b>487</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>109</b>	<b>109</b>	<b>100</b>	<b>11</b>	<b>111</b>



**PROGRAM 9  
TANGIBLE CAPITAL ASSETS - NEW**



**2018 Program Detail**

**Economic Development &  
Tourism**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Tourism - Program 3</u></b>			
1 Van	1	35,000	<u><u>35,000</u></u>

**PROGRAM 10  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Economic Development &  
Tourism**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1 Desktop Computers with Monitor	2	950	1,900
2 Convertible Laptops	2	2,750	5,500
3 Laptop	1	1,500	1,500
			<b>8,900</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>REGIONAL COUNCIL</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>PROGRAM SUMMARY .....</b>	<b>732</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>733</b>
<b>PROGRAM DETAILS</b>	
1. Regional Council.....	734
2. Headquarters Shared Cost.....	736

# PROGRAM SUMMARY

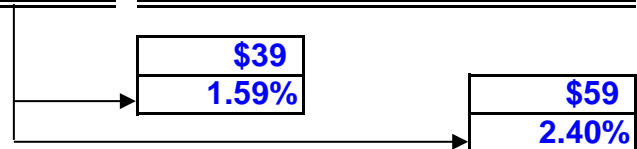


## 2018 Business Plan

## Regional Council

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Regional Council	2,165	2,267	2,322	-	2,322
2 Headquarters Shared Cost	189	189	173	20	193
<b>Net Program Expenses</b>	<b>2,354</b>	<b>2,456</b>	<b>2,495</b>	<b>20</b>	<b>2,515</b>

### Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	46	Economic increases
Operating Expenses	9	Inflationary increases
Operating Expenses	(16)	Headquarters shared cost
	<u>39</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Regional Council

(\$,000's)

#### Headquarters Shared Cost

- ◆ Regional Council's share of costs related to the operation and maintenance of Regional Headquarters. 20

**Total Program Changes** 20



**2018 Program Detail**

**Regional Council**

**Purpose:**

- ◆ According to the Municipal Act 2001, (Pt. 1, s.2) the purpose of the municipal government (Regional Council) is “to be responsible and accountable” for matters within their jurisdiction and carry out the powers and duties assigned to them by the Municipal Act including:
  - a) providing the service and other things the municipality considers necessary or desirable for the municipality;
  - b) managing and preserving the public assets of the municipality;
  - c) fostering the current and future economic, social and environmental well-being of the municipality; and
  - d) delivering and participating in Provincial programs and initiatives.

**Description of Program Activities:**

- ◆ Meets regularly in accordance with the Municipal Act, other applicable legislation and Council Rules and Regulations to conduct the business of the Region. Regular meetings are conducted every second Wednesday of the month.
- ◆ Constitutes such Committee of the Whole and Ad Hoc committees as necessary to provide an appropriate level of detailed study, consultation and leadership on various business areas in order to provide recommendations to Council.
- ◆ Listens to and represents concerns and perspectives of constituents and stakeholders.
- ◆ Elects members to various bodies and organizations to represent the Region’s position and perspective in the activities of those bodies e.g. Conservation Authorities, Police Services Board, Transit Commission.

**Description of Program Resources:**

- ◆ 28 members elected from the 8 local municipalities within the Region of Durham as follows:
  - ◆ Town of Ajax 3 members
  - ◆ Township of Brock 2 members
  - ◆ Municipality of Clarington 3 members
  - ◆ City of Oshawa 8 members
  - ◆ City of Pickering 4 members
  - ◆ Township of Scugog 2 members
  - ◆ Township of Uxbridge 2 members
  - ◆ Town of Whitby 4 members

**PROGRAM 1  
REGIONAL COUNCIL**



**2018 Program Detail**

**Regional Council**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,925	1,982	2,028	-	2,028
Personnel Related	234	254	263	-	263
Communications	5	17	17	-	17
Supplies	1	9	9	-	9
Materials & Services	-	1	1	-	1
Equipment Maintenance & Repairs	-	4	4	-	4
<b>Net Program Expenses</b>	<b>2,165</b>	<b>2,267</b>	<b>2,322</b>	<b>-</b>	<b>2,322</b>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Regional Council**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	630	630	210	-	210
Capital Fund Contribution	328	328	-	699	699
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>



**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Regional Council**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>189</b>	<b>189</b>	<b>173</b>	<b>20</b>	<b>193</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>REGIONAL CHAIR'S OFFICE</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>PROGRAM SUMMARY .....</b>	<b>739</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>740</b>
<b>PROGRAM DETAILS</b>	
1. Regional Chair's Office .....	741
2. Headquarters Shared Cost .....	743
3. Tangible Capital Assets - Replacement .....	745

## PROGRAM SUMMARY



### 2018 Business Plan

### Regional Chair's Office

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Regional Chair's Office	739	893	908	-	908
2 Headquarters Shared Cost	65	65	60	7	67
<b>Operating Subtotal</b>	804	958	968	7	975
<b>Tangible Capital Assets:</b>					
3 Replacement	6	6	9	-	9
<b>Tangible Capital Assets Subtotal</b>	6	6	9	-	9
<b>Net Program Expenses</b>	<b>810</b>	<b>964</b>	<b>977</b>	<b>7</b>	<b>984</b>

Summary of Increase (Decrease)

	<b>\$13</b> <b>1.35%</b>	
		<b>\$20</b> <b>2.07%</b>

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	15	Economic increases
Operating Expenses	(5)	Headquarters shared cost
Tangible Capital Assets - Replacement	3	Increased requirement
	<b>13</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Regional Chair's Office

(\$,000's)

#### Headquarters Shared Cost

- ◆ Regional Chair's Office share of costs related to the operation and maintenance of Regional Headquarters. 7

**Total Program Changes** 7



**2018 Program Detail**

**Regional Chair's Office**

**Purpose:**

- ◆ The Regional Chair is the head of Regional Council and Chief Executive Officer of the Regional Corporation. This position is selected via direct election, in accordance with the Municipal Elections Act 1996.

**Description of Program Activities:**

- ◆ Presides over all meetings of Regional Council and Regional Committee of the Whole.
- ◆ Represents the Region on a variety of boards, committees and organizations.
- ◆ Advances the Regional position and perspective with other levels of government and other agencies.
- ◆ Meets with residents and community groups to understand their concerns and to make them aware of issues in the Region and actions being taken by Regional Council.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 5  
2017 Full Time Staff = 5

**PROGRAM 1  
REGIONAL CHAIR'S OFFICE**



**2018 Program Detail**

**Regional Chair's Office**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	667	779	794	-	794
Personnel Related	22	50	50	-	50
Communications	13	19	19	-	19
Supplies	1	1	1	-	1
Materials & Services	1	2	2	-	2
Vehicle Operations	4	6	6	-	6
Rentals - Tribute Communities Centre Box	15	20	20	-	20
Financial Expenses	1	1	1	-	1
Contribution to Reserve & Reserve Funds	15	15	15	-	15
<b>Gross Operating Expenses</b>	<b>739</b>	<b>893</b>	<b>908</b>	<b>-</b>	<b>908</b>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Regional Chair's Office**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	630	630	210	-	210
Capital Fund Contribution	328	328	-	699	699
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Regional Chair's Office**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>65</b>	<b>65</b>	<b>60</b>	<b>7</b>	<b>67</b>



**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Regional Chair's Office**

Description	Qty	Unit Cost	Total
		\$	\$
1 Furniture & Fixtures (misc.)			5,800
2 Laptop Computer with monitor	1	1,750	1,750
3 Desktop Computer with monitor	1	950	950
			8,500

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>CHIEF ADMINISTRATIVE OFFICER</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>747</b>
<b>PROGRAM SUMMARY .....</b>	<b>752</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>753</b>
<b>PROGRAM DETAILS</b>	
1. Chief Administrative Officer .....	754
2. Corporate Communications .....	756
3. Accessibility Implementation .....	758
4. Roundtable on Climate Change .....	760
5. Headquarters Shared Cost .....	762
6. Tangible Capital Assets - New .....	764
7. Tangible Capital Assets - Replacement .....	765



## 2018 Business Plan

## Chief Administrative Officer

### Major Services & Activities

#### Chief Administrative Officer

- ◆ Provide high quality policy and program advice to Regional Council.
- ◆ Ensure that quality service is delivered with maximum fiscal responsibility.
- ◆ Foster a corporate culture that recognizes and values staff and provides support in a changing environment.
- ◆ Promote and encourage a continuous quality improvement approach to management and customer service within Durham.

#### Corporate Policy & Strategic Initiatives

- ◆ Ensure the Chair and CAO are aware of, and current with, issues as they emerge.
- ◆ Maintain a thorough, comprehensive and continuous awareness of corporate, departmental and external initiatives.
- ◆ Lead implementation of corporate strategies and plans, enhancing integration of corporate policies and initiatives with program policy functions.
- ◆ Work cooperatively with elected officials, Regional staff, the area municipalities, the Province and other outside agencies.
- ◆ Provide structure and support to the Durham Region Roundtable on Climate Change.
- ◆ Provide leadership, advice and support to the corporation to ensure organizational compliance with accessibility legislation.

#### Corporate Communications

- ◆ Increase awareness and understanding of Regional programs and services to the public, businesses, other levels of government, partner organizations, Regional employees and members of Regional Council.
- ◆ Provide leadership, advice and professional services to the corporation in the area of Media Relations and Social Media.
- ◆ Provide leadership, advice and professional services to the corporation in the area of Strategic Communications (marketing and education).
- ◆ Provide leadership, advice and professional services to the corporation in the area of Crisis Communications (issues management).
- ◆ Lead Regional Emergency Information (EI) activities during declared and non-declared emergencies, and nuclear emergencies.
- ◆ Lead corporate identity initiatives (logo use, corporate uniforms, displays, promotional items, etc.).



**2018 Business Plan**

**Chief Administrative Officer**

**The role of the CAO’s Office is to support implementation for all of the goals of the Strategic Plan. The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal A.1 - Propel the business and investment climate forward in Durham Region to enable more local employment.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Provide strategic analysis regarding the development of the Pickering Airport lands through research and stakeholder consultation.</li> </ul>	

**Strategic Goal A.4 - Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system security.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop business case and analysis for a Biofuel Strategy.</li> </ul>	

**Strategic Goal A.5 - Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Advocate for, and support industry to develop and implement an Electric Vehicle Strategy.</li> </ul>	

**Strategic Goal B.3 - Cultivate strong, safe and secure communities and healthy workplaces.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Identify, remove and prevent accessibility barriers throughout Regional programs and services.</li> </ul>	

**Strategic Goal B.4 - Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Strengthen existing Regional programs and services within the context of age-friendly community planning.</li> <li>◆ Analyze data to create a comprehensive picture of Durham Region seniors.</li> <li>◆ Facilitate cross-municipal and community partnerships for the Durham Council on Aging.</li> </ul>	



**2018 Business Plan**

**Chief Administrative Officer**

**Strategic Goal B.7 - Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement first phase of Diversity and Inclusion Strategy</li> <li>◆ Develop policy regarding use of Regional Headquarters for cultural celebrations and art shows.</li> <li>◆ Increase staff knowledge around Aboriginal events and promote community Aboriginal events.</li> </ul>	

**Strategic Goal C.1 - Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Review and refresh the Community Local Action Plan and reprioritize programs.</li> <li>◆ Implement strategies in the Community Climate Adaptation Plan.</li> <li>◆ Support Durham Region Roundtable on Climate Change.</li> </ul>	

**Strategic Goal C.2 - Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Enhance Durham's 5 million Tree Program by continuing participation, monitoring and enhancing partnerships.</li> </ul>	

**Strategic Goal C.3 - Ensure that Regional transportation infrastructure is functional, integrated, reliable and barrier-free to support the movement of residents to work, school and local services.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Advocate for funding with senior governments to increase transit infrastructure.</li> </ul>	

**Strategic Goal C.4 - Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Promote innovation framework including the piloting of new technologies, subject to business case review.</li> </ul>	

**Strategic Goal C.5 - Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities through regular meetings with area municipal counterparts.</li> <li>◆ Develop the Durham Region Community Energy Plan (DCEP) in collaboration with local municipalities and stakeholders.</li> <li>◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.</li> </ul>	



**2018 Business Plan**

**Chief Administrative Officer**

**Strategic Goal D.1 - Deliver Regional services in a financially prudent and sustainable manner.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Use the CEP to help improve sustainability of Regional programs.</li> <li>◆ Demonstrate effective stewardship of corporate resources.</li> <li>◆ Review and enhance business processes to ensure the best use of resources and to support innovation.</li> </ul>	

**Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop an External Communications and Community Engagement Strategy.</li> <li>◆ Support new external website and the redevelopment of the internal intranet site.</li> <li>◆ Increase the opportunities for Regional employees to learn about all Regional programs and services.</li> </ul>	

**Strategic Goal D.3 - Improve communications and collaboration across the Region and in particular with local municipalities.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Enhance internal collaboration by supporting existing working groups and identifying new opportunities for increased information sharing.</li> <li>◆ Encourage and support data sharing and collaboration with local municipalities, sectoral organizations and all other levels of government.</li> <li>◆ Identify new opportunities for enhanced communication with local municipalities.</li> </ul>	

**Strategic Goal D.6 - Invest in the organization by attracting and retaining a skilled and diverse workforce.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop a corporate Diversity and Inclusion strategy and implement its first phase of recommendations.</li> </ul>	

**Strategic Goal D.7 - Focus resources on continuous improvement and innovation.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Encourage a culture of creativity and innovation across all departments.</li> <li>◆ Build capacity for innovation into work processes through development of a staff training program.</li> <li>◆ Create an effective interdepartmental forum for capturing innovation, research and best practices.</li> <li>◆ Develop a community of practice for staff innovation.</li> </ul>	

**STRATEGIC PLANNING**



**2018 Business Plan**

**Chief Administrative Officer**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	

# PROGRAM SUMMARY



## 2018 Business Plan

## Chief Administrative Officer

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Chief Administrative Officer	1,062	935	980	20	1,000
2 Corporate Communications	1,146	1,365	1,440	110	1,550
3 Accessibility Implementation	197	242	144	100	244
4 Roundtable on Climate Change	302	338	349	25	374
5 Headquarters Shared Cost	91	91	84	9	93
<b>Operating Subtotal</b>	<b>2,798</b>	<b>2,971</b>	<b>2,997</b>	<b>264</b>	<b>3,261</b>
<b>Tangible Capital Assets:</b>					
6 New	3	3	-	13	13
7 Replacement	27	27	30	-	30
<b>Tangible Capital Assets Subtotal</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>13</b>	<b>43</b>
<b>Net Program Expenses</b>	<b>2,828</b>	<b>3,001</b>	<b>3,027</b>	<b>277</b>	<b>3,304</b>

### Summary of Increase (Decrease)

\$26	\$303
0.87%	10.10%

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	72	Economic increases
Salaries & Benefits	70	Annualization - 1 position
Salaries & Benefits	(144)	One time - Part time salaries and benefits for Accessibility Training & Communications
Salaries & Benefits	28	Job reclassifications
Operating Expenses	13	Inflationary increases
Operating Expenses	(7)	Headquarters Shared Costs
Tangible Capital Assets - New	(3)	Remove one-time items
Tangible Capital Assets - Replacement	3	Increased requirements
Increase in Inter-Departmental Recoveries	(6)	Water/Sewer/Waste - Economic increases
Operating Expenses	(6)	One time - Age Friendly Community Planning
Provincial Subsidy	6	One time - Age Friendly Community Planning
	<b>26</b>	



## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Chief Administrative Officer

(\$,000's)

#### Chief Administrative Officer

♦ Increase in Professional, Technical and Consulting for Continuous Improvement and Innovation Initiative to create efficiencies and optimization within the Region.	20
	20

#### Corporate Communications

♦ New Position: 1 Communications Coordinator, Works, effective July 1, 2018 to meet departmental communications needs. (Annualized cost is \$92k)	46
♦ Increase in Temporary Salaries and Benefits for Communications Coordinator, for a one year contract effective January 1, 2018, to support on-going programs.	90
♦ Increase in Standby Pay for Communications staff due to increased need for support to departments outside of regular business hours.	9
♦ Increase in Education and Training (\$2k) and Telephones and Pagers (\$2k) for new position.	4
♦ Recovery for new position from water, sewer and waste operations.	(39)
	110

#### Accessibility Implementation

♦ One-time increase in Temporary Salaries and Benefits for on-going corporate-wide accessibility training.	100
	100

#### Roundtable on Climate Change

♦ Increase in Community Relations (\$10k) and Professional, Technical, and Consulting (\$15k) to support program implementation of the Durham Community Climate Adaptation Plan.	25
	25

#### Headquarters Shared Cost

♦ Chief Administrative Officer's share of costs related to the operation and maintenance of Regional Headquarters.	9
	9

#### Tangible Capital Assets

**New:**

♦ Refer to TCA New Schedule for further details.	13
	13

**Total Program Changes** 277

# PROGRAM 1 CHIEF ADMINISTRATIVE OFFICER



## 2018 Program Detail

## Chief Administrative Officer

### Purpose:

- ◆ To provide leadership and facilitate a collaborative and high performing work environment, providing quality advice and support to Regional Council, and ensuring Council directions are implemented effectively, efficiently and with high quality service delivery.

### Description of Program Activities:

- ◆ Oversee the implementation of Council programs and execution of Council directions in a timely, effective and efficient manner.
- ◆ Ensure Regional operations and management practices are efficient and promote co-operation, encourage a continuous quality improvement approach to the management and customer service role within Durham Region.
- ◆ Implement, monitor and report on the Strategic Plan to reflect the priorities of Regional Council.
- ◆ Support the further development of in-service education programs designed to enhance the training and abilities of the current staff.
- ◆ Actively support the activities associated with sustainability, directing staff to meet Council's instruction that the Region become a municipal leader in such efforts, and participate as a full working member of the Durham Region Roundtable on Climate Change.
- ◆ Provide recommendations on senior staff resources for the Region of Durham.
- ◆ Engage and strengthen intergovernmental relations.
- ◆ Conduct regular meetings with Commissioners to plan, review and monitor Regional business.
- ◆ Strengthen partnerships with Regional Chief Administrative Officers, various community and business organizations and Provincial staff to coordinate joint policy/program planning.
- ◆ Oversee performance management for the organization including benchmarking programs.

### Description of Program Resources:

- ◆ 2018 Full-Time Staff = 5  
2017 Full-Time Staff = 5

**PROGRAM 1  
CHIEF ADMINISTRATIVE OFFICER**



**2018 Program Detail**

**Chief Administrative  
Officer**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	919	842	880	-	880
Personnel Related	61	72	76	-	76
Communications	10	15	12	-	12
Supplies	8	7	7	-	7
Materials & Services	65	-	-	-	-
Equipment Maintenance & Repairs	4	5	5	-	5
Professional Services	1	-	-	20	20
<b>Gross Operating Expenses</b>	<b>1,068</b>	<b>941</b>	<b>980</b>	<b>20</b>	<b>1,000</b>
<b>Tangible Capital Assets</b>					
Replacement	11	11	12	-	12
<b>Total Tangible Capital Assets</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>-</b>	<b>12</b>
<b>Total Expenses</b>	<b>1,079</b>	<b>952</b>	<b>992</b>	<b>20</b>	<b>1,012</b>
<b>Revenues</b>					
Provincial Subsidy	(6)	(6)	-	-	-
<b>Total Revenues</b>	<b>(6)</b>	<b>(6)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>1,073</b>	<b>946</b>	<b>992</b>	<b>20</b>	<b>1,012</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,012
Less: Tangible Capital Assets	(12)
Net Operating Program Expenses Per Program Summary	<u>1,000</u>



**2018 Program Detail**

**Chief Administrative  
Officer**

**Purpose:**

- ◆ To provide leadership, advice, professional services and training, to the Corporation in the areas of: Strategic Communications (including marketing/promotion and engagement); Crisis Communications (including issues management and emergency information management); Media Relations and Social Media (including analysis and reporting); and Corporate Identity (including Regional logo use and corporate brand visibility). Services are provided to support corporate and specific program needs and aim to keep the public, businesses, other levels of government, partner organizations, and Regional employees appropriately informed and ultimately to enhance public engagement.

**Description of Program Activities:**

Consultation and leadership services in the areas of:

- ◆ Strategic communications, including development of project/program communications strategies and related materials for internal and external distribution (e.g. newsletters, fact sheets, brochures, backgrounders, protocols, guides); development of online content/engagement strategies and materials (e.g. new sections, e-newsletters); training/guidance in the areas of writing, and creation of marketing materials.
- ◆ Media relations, including development and publishing of all Regional media materials; co-ordination of media inquiries/interviews, media conferences, media training and media monitoring.
- ◆ Social media, including the development of social media strategies and content to promote Regional programs and services. The management of social media accounts includes, but is not limited to, monitoring social media platforms and conversations, engaging in two-way communications and customer service interactions, records retention, analytics monitoring and account security.
- ◆ Crisis/issues communications, including development of issue-specific strategies and related materials; planning and information sharing activities (e.g. water supply issues, road closures, etc.).
- ◆ Emergency Information (EI), including media inquiry, social media, media conference centre, media monitoring; all information publishing functions (media materials, web postings and social media postings) during declared and non-declared emergencies, and during annual exercises, to ensure accurate and timely emergency information sharing with the public, businesses, other levels of government, partner organizations, and Regional employees.
- ◆ Corporate identity, including production of the Durham Region Logo Use Guidelines and guidance to staff and external partners on the use of the Region's official logo; co-ordination of employee uniforms, corporate displays, promotional/give-away items; and production and distribution of the Corporate Services Video, and related resources and learning materials for students and teachers. These initiatives all help promote the programs and services of the Region, and help effectively communicate Regional policies and decisions in a clear, consistent manner, strengthening our visibility to the public, and increasing public understanding of Regional roles and responsibilities.

**Description of Program Resources:**

- ◆ 2018 Full-Time Staff = 14                      New Position: 1 Communications Coordinator  
2017 Full-Time Staff = 13

**PROGRAM 2  
CORPORATE COMMUNICATIONS**



**2018 Program Detail**

**Chief Administrative  
Officer**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,292	1,398	1,479	145	1,624
Personnel Related	34	53	53	2	55
Communications	166	232	232	2	234
Supplies	14	34	34	-	34
Equipment Maintenance & Repairs	-	2	2	-	2
Minor Assets & Equipment	1	7	7	-	7
<b>Operating Expenses Subtotal</b>	<b>1,507</b>	<b>1,726</b>	<b>1,807</b>	<b>149</b>	<b>1,956</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery from Water/Sewer/Waste	(361)	(361)	(367)	(39)	(406)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(361)</b>	<b>(361)</b>	<b>(367)</b>	<b>(39)</b>	<b>(406)</b>
<b>Gross Operating Expenses</b>	<b>1,146</b>	<b>1,365</b>	<b>1,440</b>	<b>110</b>	<b>1,550</b>
<b>Tangible Capital Assets</b>					
New	3	3	-	13	13
Replacement	16	16	18	-	18
<b>Total Tangible Capital Assets</b>	<b>19</b>	<b>19</b>	<b>18</b>	<b>13</b>	<b>31</b>
<b>Net Program Expenses</b>	<b>1,165</b>	<b>1,384</b>	<b>1,458</b>	<b>123</b>	<b>1,581</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,581
Less: Tangible Capital Assets	(31)
Net Operating Program Expenses Per Program Summary	<u>1,550</u>

## PROGRAM 3 ACCESSIBILITY IMPLEMENTATION



### 2018 Program Detail

Chief Administrative  
Officer

#### Purpose:

- ◆ To provide advice to Regional Council on accessibility issues as prescribed in the *Ontarians with Disabilities Act, 2001* and *Accessibility for Ontarians with Disabilities Act, 2005*.
- ◆ To ensure organizational compliance with the *Accessibility for Ontarians with Disabilities Act, 2005*.

#### Description of Program Activities:

- ◆ Prepare annual accessibility plans and reports.
- ◆ Provide advice to departments regarding implementation of stated initiatives.
- ◆ Review new regulations as they are introduced and develop a framework for staging implementation of new initiatives.
- ◆ Develop appropriate training for staff regarding accessibility issues.
- ◆ Staff advisor and support to Durham's Accessibility Advisory Committee in carrying out its mandated functions.
- ◆ Liaise with area municipal staff and other municipalities to share information, best practices and reduce duplication.
- ◆ Assess audits of Regional facilities to determine barriers to accessibility.

#### Description of Program Resources:

- ◆ 2018 Full Time Staff = 1  
2017 Full Time Staff = 1

#### Performance Measurements:

- ◆ Accessibility Report and Plan updated by March 31, 2019.
- ◆ Removal of barriers as identified in the Accessibility Plan.
- ◆ Training implemented as per Accessibility Standards.

**PROGRAM 3  
ACCESSIBILITY IMPLEMENTATION**



**2018 Program Detail**

**Chief Administrative  
Officer**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	181	211	113	100	213
Personnel Related	6	8	8	-	8
Communications	9	17	17	-	17
Supplies	1	1	1	-	1
Materials & Services	-	3	3	-	3
Professional Services	-	2	2	-	2
<b>Net Program Expenses</b>	<b>197</b>	<b>242</b>	<b>144</b>	<b>100</b>	<b>244</b>

# PROGRAM 4 ROUNDTABLE ON CLIMATE CHANGE



## 2018 Program Detail

Chief Administrative  
Officer

### Purpose:

- ◆ To support the activities of the committee of Regional Council that will champion the Region's response to climate change.

### Description of Program Activities:

- ◆ The Durham Region Roundtable on Climate Change (DRRCC) will: develop knowledge of what municipalities and its citizens can do to contribute to the global efforts to deal with Climate Change; review and provide input to Regional Staff Working Group on Regional activities.
- ◆ Staff from the Office of the CAO will support the activities of the DRRCC and continue to explore and implement climate change mitigation initiatives/programs. The Legislative Services Division of the Corporate Services Department will provide additional administrative support.
- ◆ Staff will liaise with the DRRCC and community partners to develop potential programs identified in the Community Climate Change Adaptation Plan.
- ◆ Staff will liaise with area municipal staff, other municipalities and organizations to share information, best practices and to integrate initiatives where appropriate.
- ◆ Staff will engage community stakeholders and encourage participation in the development of the Community Energy Plan and future revisions to the Community Climate Change Local Action Plan (LAP).
- ◆ Staff will hold education sessions with the community to provide information about potential initiatives to reduce greenhouse gas emissions.
- ◆ Attendance at conferences by members of the Roundtable and the Staff Working Group on Climate Change is anticipated to remain informed and expand on understanding of relevant areas of climate change mitigation and adaptation.
- ◆ Staff will continue to monitor funding opportunities through the Federation of Canadian Municipalities (FCM) Green Municipal Fund and any other appropriate sources.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 2
- ◆ 2017 Full Time Staff = 2

### Performance Measures:

- ◆ LAP program implementation continuing.
- ◆ Community adaptation plan implementation phase underway.



**PROGRAM 4  
ROUNDTABLE ON CLIMATE CHANGE**



**2018 Program Detail**

**Chief Administrative  
Officer**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	223	239	244	-	244
Personnel Related	38	35	41	-	41
Communications	10	13	13	10	23
Supplies	1	1	1	-	1
Professional Services	30	50	50	15	65
<b>Net Program Expenses</b>	<b>302</b>	<b>338</b>	<b>349</b>	<b>25</b>	<b>374</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Chief Administrative  
Officer**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Chief Administrative  
Officer**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>91</b>	<b>91</b>	<b>84</b>	<b>9</b>	<b>93</b>

**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - NEW**



**2018 Program Detail**

**Chief Administrative  
Officer**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Corporate Communications - Multi-Media - Program 2</u></b>			
1 Smartboard	1	10,000	<u>10,000</u>
<b><u>Corporate Communications - Works - Program 2</u></b>			
2 Power Laptop Computer with Monitor	1	2,750	<u>2,750</u>
			<u><u>12,750</u></u>

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Chief Administrative  
Officer**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>CAO - Administration - Program 1</u></b>			
1 Furniture & Fixtures (misc.)	n/a	5,800	5,800
2 Desktop Computers with Monitor	2	950	1,900
3 Laptop Computers with Monitor	2	1,750	3,500
4 Printer	1	1,000	1,000
			12,200
<b><u>Corporate Communications - Administration - Program 2</u></b>			
5 Printer	1	500	500
6 Chairs	3	500	1,500
7 Television	1	1,000	1,000
			3,000
<b><u>Corporate Communications - Multi-Media - Program 2</u></b>			
8 Power Laptop Computer with Monitor	1	2,750	2,750
			2,750
<b><u>Corporate Communications - Corporate - Program 2</u></b>			
9 Power Laptop Computer with Monitor	1	2,750	2,750
10 Printer	1	500	500
11 Television	1	1,000	1,000
			4,250
<b><u>Corporate Communications - Works - Program 2</u></b>			
12 Power Laptop Computer with Monitor	1	2,750	2,750
<b><u>Corporate Communications - Social Services/DEMO - Program 2</u></b>			
13 Power Laptop Computer with Monitor	2	2,750	5,500
			30,450

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>CORPORATE SERVICES</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**LEGAL SERVICES**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>767</b>
<b>PROGRAM SUMMARY .....</b>	<b>768</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>769</b>
 <b>PROGRAM DETAILS</b>	
1. Legal Administration .....	770
2. Headquarters Shared Cost .....	772
3. Tangible Capital Assets - Replacement .....	774



**2018 Business Plan**

**Corporate Services -  
Legal Services**

**Major Services & Activities**

**Legal Services**

- ◆ Provide high quality legal advice and representation to the Region of Durham in a timely and cost effective manner.
- ◆ Acts as solicitor in all property matters and transactions.
- ◆ Oversee the appointment and functioning of outside counsel and their work.
- ◆ Appear as counsel before courts of civil jurisdiction, provincial offences court and a wide variety of boards and tribunals.
- ◆ Assist in the preparation and approval of agreements and contracts.
- ◆ Initiate civil proceedings.
- ◆ Undertake the defence of claims on behalf of the Durham Insurance Pool.
- ◆ Keep abreast of changes and developments in the law affecting our clients.

The following information highlights the Department's focus on the Durham Region Strategic Plan:

Strategic Goals		
Goal	Description	Responsibility - Support
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
C.4	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

# PROGRAM SUMMARY

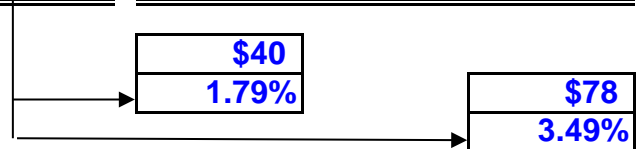


## 2018 Business Plan

## Corporate Services - Legal Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Legal Administration	2,305	2,400	2,446	28	2,474
2 Headquarters Shared Cost	101	101	93	10	103
<b>Operating Subtotal</b>	2,406	2,501	2,539	38	2,577
<b>Tangible Capital Assets:</b>					
3 Replacement	13	13	15	-	15
<b>Tangible Capital Assets Subtotal</b>	13	13	15	-	15
<b>Total Program Expenses</b>	<b>2,419</b>	<b>2,514</b>	<b>2,554</b>	<b>38</b>	<b>2,592</b>
<b>Revenue Programs</b>					
Land Registration	(24)	(21)	(21)	-	(21)
Development Agreements	(107)	(90)	(90)	-	(90)
Social Housing Services	(30)	(30)	(30)	-	(30)
Insurance Pool Services	-	(30)	(30)	-	(30)
Durham Non-Profit					
Housing Services	(25)	(25)	(25)	-	(25)
Durham Region Transit	(85)	(85)	(85)	-	(85)
<b>Total Revenue Programs</b>	<b>(271)</b>	<b>(281)</b>	<b>(281)</b>	<b>-</b>	<b>(281)</b>
<b>Net Program Expenses</b>	<b>2,148</b>	<b>2,233</b>	<b>2,273</b>	<b>38</b>	<b>2,311</b>

### Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	46	Economic increases
Operating Expenses	(8)	Headquarters shared cost
Tangible Capital Assets - Replacement	2	Increased requirement
	<b>40</b>	



## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Corporate Services - Legal Services

(\$,000's)

#### Administration

◆ Increase to temporary/part time staffing for a two year (2018/2019) pilot Articling Student program starting July 1, 2018.	25
◆ Decrease in revenue from fines.	3
	<hr/>
	28
	<hr/>

#### Headquarters Shared Cost

◆ Corporate Services - Legal Services' share of costs related to the operation and maintenance of Regional Headquarters.	10
	<hr/>
	10
	<hr/>

**Total Program Changes** 38



## **2018 Program Detail**

## **Corporate Services - Legal Services**

### **Purpose:**

- ◆ Corporate Services - Legal Services is responsible for providing legal services to Regional Council, all Regional departments, in addition to supporting several external clients in a timely and cost effective manner.

### **Description of Program Activities:**

- ◆ To fulfill its purpose, Legal Services undertakes the following:
  1. Provides legal opinions and legal advice to every department and division within the corporation on a wide variety of legal matters;
  2. Appears as counsel before courts of civil jurisdiction, provincial offences court and a wide variety of boards/tribunals;
  3. Acts as solicitor in all property matters and transactions;
  4. Assists in the preparation and approval of agreements and contracts;
  5. Prepares by-laws;
  6. Initiates civil proceedings;
  7. Undertakes the defence of claims on behalf of the Durham Insurance Pool; and,
  8. Oversees the appointment and functioning of outside counsel and their work.
- ◆ The legal services delivered by the staff of the division are a cost effective means for the Region to ensure that its actions will:
  - (a) comply with all applicable laws;
  - (b) have the desired legal effect; and,
  - (c) minimize exposure to legal liability.

### **Description of Program Resources:**

- ◆ 2018 Full Time Staff = 14  
2017 Full Time Staff = 14

### **Performance Measurements:**

- ◆ Based upon the 2016 MBNCanada Performance Measurement Results, Durham's rate for in-house legal costs is \$183 per hour.
- ◆ This measure provides evidence that Durham is obtaining excellent value through the use of in-house resources from Legal Services.

**PROGRAM 1  
LEGAL ADMINISTRATION**



**2018 Program Detail**

**Corporate Services - Legal  
Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,114	2,248	2,294	25	2,319
Personnel Related	63	87	87	-	87
Communications	42	38	38	-	38
Supplies	13	12	12	-	12
Materials & Services	29	21	21	-	21
Equipment Maintenance & Repairs	2	6	6	-	6
Professional Services	93	11	11	-	11
<b>Gross Operating Expenses</b>	<b>2,356</b>	<b>2,423</b>	<b>2,469</b>	<b>25</b>	<b>2,494</b>
<b>Tangible Capital Assets</b>					
Replacement	13	13	15	-	15
<b>Total Tangible Capital Assets</b>	<b>13</b>	<b>13</b>	<b>15</b>	<b>-</b>	<b>15</b>
<b>Total Expenses</b>	<b>2,369</b>	<b>2,436</b>	<b>2,484</b>	<b>25</b>	<b>2,509</b>
<b>Revenues</b>					
Sundry Revenue	(51)	(23)	(23)	3	(20)
<b>Total Revenues</b>	<b>(51)</b>	<b>(23)</b>	<b>(23)</b>	<b>3</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>2,318</b>	<b>2,413</b>	<b>2,461</b>	<b>28</b>	<b>2,489</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	2,489
Less: Tangible Capital Assets	(15)
Net Operating Program Expenses Per Program Summary	<u>2,474</u>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Corporate Services - Legal  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated</b>	<b>Approved</b>	<b>Base</b>	<b>Program</b>	<b>Proposed</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Corporate Services - Legal  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>101</b>	<b>101</b>	<b>93</b>	<b>10</b>	<b>103</b>

**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Corporate Services - Legal  
Services**

Description		Qty	Unit Cost	Total
			\$	\$
1	Tablets	2	2,000	4,000
2	Laptop Computers	2	1,500	3,000
3	Monitors	4	250	1,000
4	Printer	1	3,000	3,000
5	Furniture	4	1,000	4,000
				<b>15,000</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>CORPORATE SERVICES</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**LEGAL SERVICES – PROVINCIAL OFFENCES ACT**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>776</b>
<b>PROGRAM SUMMARY .....</b>	<b>778</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>779</b>
 <b>PROGRAM DETAILS</b>	
1. Administration .....	780
2. Prosecution .....	782
3. Default Fines Collection .....	784
4. French Language Services .....	785
5. Headquarters Shared Cost .....	787
6. Tangible Capital Assets - Replacement .....	789



**2018 Business Plan**

**Corporate Services - Legal  
Services - Provincial Offences Act**

**Major Services & Activities**

**Administration**

- ◆ Provide Justice responsibilities under the Provincial Offences Act (POA) for the Region of Durham court service area.
- ◆ Maintain the records, original documents and the electronic data.
- ◆ Provide courtroom facilities and judicial support for all courtroom activities and prepare transcripts of court hearings as required.
- ◆ Receive and process offences, register payments and record judicial decisions to the offender's case file for charges issued within the Region of Durham.
- ◆ Provide customer service for administrative court service functions, related to the Provincial Offences charges.
- ◆ Expand and enhance services to include audio capabilities for judiciary, interpreters and defendants where legislation allows.

**Prosecution**

- ◆ Conduct prosecutions under the POA.
- ◆ Conduct POA Appeals at the Ontario Court of Justice.
- ◆ Consult with and assist in the training programs for local enforcement agencies.
- ◆ Emphasis on early resolution initiatives aimed at improving customer service and reducing wait times for more expensive trial services.

**French Language Services**

- ◆ Provide trained French language proficient bilingual staff to work in legal, bilingual court hearings.
- ◆ Comply with Official Languages Act designation by providing French language courts and information services to the public.





**2018 Business Plan**

**Corporate Services - Legal  
Services - Provincial Offences Act**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY



# 2018 Business Plan

Corporate Services - Legal  
Services - Provincial  
Offences Act

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>Expense Programs</b>					
<b>Operating:</b>					
1 Administration	3,328	3,935	4,005	-	4,005
2 Prosecution	1,137	1,165	1,184	-	1,184
3 Default Fines Collection	949	949	987	-	987
4 French Language Services	-	-	-	-	-
5 Headquarters Shared Cost	923	923	848	93	941
<b>Operating Subtotal</b>	6,337	6,972	7,024	93	7,117
<b>Tangible Capital Assets:</b>					
New	5	5	-	-	-
6 Replacement	3	3	26	-	26
<b>Tangible Capital Assets Subtotal</b>	8	8	26	-	26
<b>Total Program Expenses</b>	6,345	6,980	7,050	93	7,143
<b>Revenue Programs</b>					
Revenues from POA Fines	(7,150)	(7,300)	(7,300)	-	(7,300)
<b>Total Revenue Programs</b>	(7,150)	(7,300)	(7,300)	-	(7,300)
<b>Net Program Expenses</b>	(805)	(320)	(250)	93	(157)
Municipal Share (60%)	(483)	(192)	(150)	56	(94)
Regional Share (40%)	(322)	(128)	(100)	37	(63)
<b>Summary of Increase (Decrease)</b>			\$70	-21.88%	\$163
					-50.94%

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	95	Economic increases
Operating Expenses	(75)	Headquarters shared cost
Inter-departmental charges	39	Economic increases
Tangible Capital Assets - New	(5)	Remove one-time items
Tangible Capital Assets - Replacement	23	Increased requirements
Revenues	(7)	Provincial Subsidy - French Language Services
	70	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Corporate Services - Legal Services - Provincial Offences Act

(\$,000's)

#### Headquarters Shared Cost

- ◆ Legal Services - Provincial Offences Act's share of costs related to the operation and maintenance of Regional Headquarters.

93

**Total Program Changes** 93



## **2018 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences Act**

### **Purpose:**

- ◆ To provide a quality local justice service for the Region of Durham to the public in cooperation with multiple justice stakeholders, enforcement agencies and the judiciary.

### **Description of Program Activities:**

- ◆ Provide customer service for administrative court service functions, related to the Provincial Offences charges issued within the Region of Durham.
- ◆ Receive and process offences and register payments to the offender's case.
- ◆ Maintain the records, original documents and electronic data in accordance with Memorandum of Understanding and established Provincial standards.
- ◆ Provide judicial support for all courtroom activities and prepare transcripts of court hearings as required.
- ◆ Develop, maintain and enhance a trial scheduling system to effectively utilize court time as provided by the Regional Senior Justice of the Peace for Central East Region.

### **Description of Program Resources:**

- ◆ 2018 Full Time Staff = 23.85  
2017 Full Time Staff = 23.85

# PROGRAM 1 ADMINISTRATION



## 2018 Program Detail

Corporate Services - Legal  
Services - Provincial Offences Act

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,192	2,377	2,447	-	2,447
Personnel Related	12	12	12	-	12
Communications	58	78	78	-	78
Supplies	31	40	40	-	40
Computer Maintenance & Operations	188	250	250	-	250
Materials & Services	135	141	141	-	141
Equipment Maintenance & Repairs	17	25	25	-	25
Professional Services	628	993	993	-	993
Financial Expenses	100	94	94	-	94
<b>Gross Operating Expenses</b>	<b>3,361</b>	<b>4,010</b>	<b>4,080</b>	<b>-</b>	<b>4,080</b>
<b>Tangible Capital Assets</b>					
New	5	5	-	-	-
Replacement	3	3	17	-	17
<b>Total Tangible Capital Assets</b>	<b>8</b>	<b>8</b>	<b>17</b>	<b>-</b>	<b>17</b>
<b>Total Expenses</b>	<b>3,369</b>	<b>4,018</b>	<b>4,097</b>	<b>-</b>	<b>4,097</b>
<b>Revenues</b>					
Fees & Service Charges	(30)	(75)	(75)	-	(75)
Sundry Revenue	(3)	-	-	-	-
<b>Total Revenues</b>	<b>(33)</b>	<b>(75)</b>	<b>(75)</b>	<b>-</b>	<b>(75)</b>
<b>Net Program Expenses</b>	<b>3,336</b>	<b>3,943</b>	<b>4,022</b>	<b>-</b>	<b>4,022</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,022
Less: Tangible Capital Assets	(17)
Net Operating Program Expenses Per Program Summary	4,005



## **2018 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences Act**

### **Purpose:**

- ◆ Provide effective Provincial Offences prosecution services for the Region of Durham.

### **Description of Program Activities:**

- ◆ Conduct prosecutions under the Provincial Offences Act (POA).
- ◆ Conduct (POA) Appeals at the Ontario Court of Justice.
- ◆ Develop and maintain communication lines and work with stakeholders.
- ◆ Consult with and assist in the training programs for local enforcement agencies.
- ◆ Emphasis on early resolution initiatives aimed at improving customer service and reducing wait times for more expensive trial services has resulted in greater demand for prosecution resources.
- ◆ Expand services to include early resolution meetings via telephone in compliance with new legislation.

### **Description of Program Resources:**

- ◆ 2018 Full Time Staff = 9.00  
2017 Full Time Staff = 9.00

**PROGRAM 2  
PROSECUTION**



**2018 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences Act**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,104	1,139	1,158	-	1,158
Personnel Related	19	13	13	-	13
Communications	10	4	4	-	4
Supplies	3	5	5	-	5
Equipment Maintenance & Repairs	1	4	4	-	4
<b>Gross Operating Expenses</b>	<b>1,137</b>	<b>1,165</b>	<b>1,184</b>	<b>-</b>	<b>1,184</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	9	-	9
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>-</b>	<b>9</b>
<b>Net Program Expenses</b>	<b>1,137</b>	<b>1,165</b>	<b>1,193</b>	<b>-</b>	<b>1,193</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,193
Less: Tangible Capital Assets	(9)
Net Operating Program Expenses Per Program Summary	<u>1,184</u>

**PROGRAM 3  
DEFAULT FINES COLLECTION**



**2018 Program Detail**

Corporate Services - Legal  
Services - Provincial Offences Act

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Finance Department POA					
Default Fines Collection	949	949	987	-	987
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>949</b>	<b>949</b>	<b>987</b>	<b>-</b>	<b>987</b>
<b>Net Program Expenses</b>	<b>949</b>	<b>949</b>	<b>987</b>	<b>-</b>	<b>987</b>



## PROGRAM 4 FRENCH LANGUAGE SERVICES



### 2018 Program Detail

Corporate Services - Legal  
Services - Provincial Offences Act

#### Purpose:

- ◆ To provide justice service in both Official Languages to the public for the Region of Durham in compliance with Federal Regulations.

#### Description of Program Activities:

- ◆ Comply with Federal Regulation requiring designated POA sites to provide Bilingual service to the public.
- ◆ Provide all administrative court service functions in both official languages as required by public demand.
- ◆ Provide trained French language proficient bilingual staff to work in legal, bilingual court hearings.
- ◆ Ensure French language competency to work in legal, court environment.
- ◆ Provide bilingual staff in bilingual court proceedings.

#### Description of Program Resources:

- ◆ 2018 Full Time Staff = 2.15  
2017 Full Time Staff = 2.15

**PROGRAM 4  
FRENCH LANGUAGE SERVICES**



**2018 Program Detail**

Corporate Services - Legal  
Services - Provincial Offences Act

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	212	217	223	-	223
Personnel Related	1	1	1	-	1
Materials & Services	1	5	5	-	5
<b>Operating Expenses Subtotal</b>	<b>214</b>	<b>223</b>	<b>229</b>	<b>-</b>	<b>229</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	33	33	34	-	34
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>-</b>	<b>34</b>
<b>Total Expenses</b>	<b>247</b>	<b>256</b>	<b>263</b>	<b>-</b>	<b>263</b>
<b>Revenues</b>					
Provincial Subsidy	(247)	(256)	(263)	-	(263)
<b>Total Revenues</b>	<b>(247)</b>	<b>(256)</b>	<b>(263)</b>	<b>-</b>	<b>(263)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

Corporate Services - Legal  
Services - Provincial Offences Act

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

Corporate Services - Legal  
Services - Provincial Offences Act

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>923</b>	<b>923</b>	<b>848</b>	<b>93</b>	<b>941</b>

**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

Corporate Services - Legal  
Services - Provincial Offences Act

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1 Power Laptop Computer	1	2,500	2,500
2 Desktop Computers	15	700	10,500
3 Monitors	16	250	4,000
			17,000
<b><u>Prosecution - Program 2</u></b>			
4 Laptop Computers	5	1,500	7,500
5 Monitors	5	250	1,250
			8,750
			<b>25,750</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>CORPORATE SERVICES</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**HUMAN RESOURCES**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>791</b>
<b>PROGRAM SUMMARY .....</b>	<b>794</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>795</b>
 <b>PROGRAM DETAILS</b>	
1. Administration .....	796
2. Departmental Services.....	799
3. Organizational and Employee Services .....	802
4. Headquarters Shared Cost .....	806
5. Tangible Capital Assets - New .....	808
6. Tangible Capital Assets - Replacement.....	809



## 2018 Business Plan

## Corporate Services- Human Resources

### Major Services & Activities

#### Administration

- ◆ Oversee all programs and services provided by all divisions within the Corporate Services Department: Human Resources, Information Technology, Legislative Services, and Legal Services.
- ◆ Provide excellence in service and deliver effective initiatives and programs for all divisions within Corporate Services, thereby contributing to the achievement of goals established by the corporation.
- ◆ Promote sharing and integration of streamlined services across the Region.
- ◆ Oversee the negotiation of collective agreements with eight bargaining units.
- ◆ Address issues and promote positive relations between Management and all eight Unions.
- ◆ Lead the development and implementation of a Corporate Services Strategic Plan that aligns with the corporate goals and objectives in the Region's Community Strategic Plan, meets related legislative requirements and promotes best practices.

#### Departmental Services

- ◆ Provide ongoing support to management relating to labour relations matters, such as conducting investigations into workplace matters including complaints pursuant to the Region's Workplace Harassment and Discrimination Prevention Policy.
- ◆ Oversee matters based on arbitral jurisprudence grievance process for all eight bargaining units; and support management in counselling and discipline.
- ◆ Interpret employment legislation and the Region's eight collective agreements.
- ◆ Provide attendance support advice and develop employee performance improvement plans.
- ◆ Promote and enhance performance and succession management, as well as leadership, staff development, recognition, e-learning and employee engagement.
- ◆ Conduct recruitment activities for up to 800 vacancies per year and provide training.



**2018 Business Plan**

**Corporate Services-  
Human Resources**

**Major Services & Activities (Continued)**

**Organization and Employee Services**

- ◆ Provide ongoing benefits and pensions, compensation, health and safety and wellness, workplace safety and insurance and disability management, and Human Resources information system expertise to the organization and its employees in order to meet legislative and organizational requirements and promote best practices.
- ◆ Provide education, advice, guidance and support to the organization and work collaboratively with various stakeholders such as the WSIB, the Region's benefits providers and others to ensure a healthy, safe, supportive, effective workplace and competitive and responsible employment practices.
- ◆ Continuously provide and improve information and support related to best practice disability management, mental health in the workplace issues and workplace health and safety.
- ◆ Develop and implement compensation and benefits programs that fit with corporate financial responsibility, total rewards, Pay Equity, talent management and healthy workplace goals, and that balance expectations with affordability and sustainability.
- ◆ Provide HR related information systems, data and metrics analytics, trends, and other related advice, intelligence and information for strategic HR and Regional employee-related programming, planning and decision making.

The following information highlights the Department's focus on the Durham Region Strategic Plan:

**Strategic Goal D.1 - Deliver Regional services in a financially prudent and sustainable manner.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Monitor and continuously enhance the Region's attendance support and disability management programs to reflect best practices.</li> <li>◆ Strengthen the Region's Health, Safety and Wellness program using the Healthy Workplace Model in order to better address workplace issues.</li> <li>◆ Enhance labour relation practices and expedite the grievance process.</li> <li>◆ Ensure Pay Equity compliance and competitive/effective compensation and benefits.</li> </ul>	

**Strategic Goal D.5 - Demonstrate accountability and transparency by measuring performance and reporting on results.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Strengthen the implementation and quality of Human Resources related performance measurement across the corporation.</li> <li>◆ Enhance data collection/analysis and metrics reporting.</li> </ul>	





**2018 Business Plan**

**Corporate Services-  
Human Resources**

**Strategic Goal D.6 - Invest in the organization by attracting and retaining a skilled and diverse workforce.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement changes to enhance the use of internships and apprenticeships.</li> <li>◆ Finalize and implement an Enhanced Talent Acquisition Strategy.</li> <li>◆ Strengthen the Region's Performance and Succession Management programs.</li> <li>◆ Strengthen flexible work practices.</li> <li>◆ Increase social media channels and outreach programs to develop a corporate brand for recruiting.</li> <li>◆ Enhance electronic communication with employees and e-learning.</li> <li>◆ Continuously improve the new employee orientation program.</li> <li>◆ Strengthen talent acquisition process and talent management integration with learning and organization development.</li> <li>◆ Develop and implement innovative and effective approaches to promote a healthy workplace.</li> </ul>	

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

# PROGRAM SUMMARY



## 2018 Business Plan

## Corporate Services - Human Resources

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	466	534	544	-	544
2 Departmental Services	1,893	2,136	2,097	67	2,164
3 Organization and Employee Services	2,463	2,510	2,572	2	2,574
4 Headquarters Shared Cost	209	209	192	21	213
<b>Operating Subtotal</b>	<b>5,031</b>	<b>5,389</b>	<b>5,405</b>	<b>90</b>	<b>5,495</b>
<b>Tangible Capital Assets:</b>					
5 New	6	6	-	70	70
6 Replacement	80	80	56	-	56
<b>Tangible Capital Assets Subtotal</b>	<b>86</b>	<b>86</b>	<b>56</b>	<b>70</b>	<b>126</b>
<b>Net Program Expenses</b>	<b>5,117</b>	<b>5,475</b>	<b>5,461</b>	<b>160</b>	<b>5,621</b>

Summary of Increase (Decrease)

	<b>(\$14)</b>	
	<b>-0.26%</b>	
		<b>\$146</b>
		<b>2.67%</b>

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	166	Economic increases
Salaries & Benefits	(6)	Job Reclassifications
Salaries & Benefits	(103)	Remove one-time item for Temporary Consultant
Inter-departmental Recoveries	(24)	Economic increases
Operating Expenses	(17)	Headquarters shared cost
Tangible Capital Assets - New	(6)	Remove one-time items
Tangible Capital Assets - Replacement	(24)	Remove one-time items
	<b>(14)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Corporate Services - Human Resources

(\$,000's)

#### Departmental Services

<ul style="list-style-type: none"> <li>◆ New Position: 1 Manager, Labour Relations, effective July 1, 2018, to manage the increase in harassment and workplace violence complaints, thereby avoiding a negative impact in service delivery. (Annualized cost is \$152k)</li> <li>◆ Ongoing transfer of funds from within temporary/part time staffing account in Talent Acquisition to full time staffing accounts in Labour Relations in order to partially offset the new full time HR Manager, Labour Relations position mentioned above.</li> <li>◆ Position Transfer and Reclassification: 1 unfunded Business Analyst position from Corporate Services - Information Technology division and reclassified to a Human Resources Consultant, effective July 1, 2018 to continue to support the growing demands and enhance the recruitment process for the Social Services Department in a permanent capacity. (Annualized cost is \$106k)</li> <li>◆ Position Reclassification: Senior Consultant position reclassified to Supervisor, Talent Acquisition.</li> </ul>	<p>76</p> <p>(40)</p> <p>53</p> <p>(22)</p> <hr style="border: 0.5px solid black;"/> <p>67</p> <hr style="border: 0.5px solid black;"/>
--	---

#### Organization and Employee Services

<ul style="list-style-type: none"> <li>◆ Ongoing increase in Purchased Services account to reflect expenditures associated with the increase to Parklane software licencing, including on-line incident reporting costs.</li> </ul>	<p>2</p> <hr style="border: 0.5px solid black;"/> <p>2</p> <hr style="border: 0.5px solid black;"/>
---	---

#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Human Resources' share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	<p>21</p> <hr style="border: 0.5px solid black;"/> <p>21</p> <hr style="border: 0.5px solid black;"/>
--	---

#### Tangible Capital Assets

**New:**

<ul style="list-style-type: none"> <li>◆ Refer to TCA New Schedule for further details.</li> </ul>	<p>70</p> <hr style="border: 0.5px solid black;"/> <p>70</p> <hr style="border: 0.5px solid black;"/>
--	---

<b>Total Program Changes</b>	<hr style="border: 0.5px solid black;"/> <p><b>160</b></p> <hr style="border: 0.5px solid black;"/>
------------------------------	---



## 2018 Program Detail

## Corporate Services - Human Resources

### Purpose:

- ◆ The Administration Section of Corporate Services provides overall leadership, guidance and co-ordination between the sections of the Human Resources (HR) Division and between the divisions of the department (HR, Information Technology (IT), Legal Services (LG) and Legislative Services (LS)). It is the main point of contact for parties outside of the Corporate Services Department who do not know the specific individual, division or section to contact with an inquiry. This section has the principal communication role for the overall department which includes information gathering, researching and dissemination, building relations, and facilitating the flow of information within the department, with other departments, with the union locals and with the public. It also includes responsibility for HR related employee, legal and management communication activities. Finally, this section provides overall strategic planning guidance and direction in the implementation and integration of the various corporate services divisions.
- ◆ The administrative component of the IT, LG and LS divisions is also overseen by Administration with further information covered within their respective program detail pages.

### Description of Program Activities:

- ◆ Provides overall leadership, direction, guidance and co-ordination between divisions and sections of the department.
- ◆ The main point of contact for parties outside the department who do not know the specific individual or section to contact with an inquiry.
- ◆ The communication role which includes information gathering, researching and dissemination, building relations, and facilitating the flow of information within the department, other departments and the public.
- ◆ Responsibility for employee communiques and related activities.
- ◆ Policy and strategic plan development.
- ◆ Provide strategic direction regarding labour relations matters with the eight bargaining units including legal advice, bargaining, grievance processing, Human Rights matters and other employment-related legislation.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 3  
2017 Full Time Staff = 3

### Performance Measurements:

- ◆ Measures utilized include: Response Times, Turnaround Times for Completion of Job Competitions, Harassment and Workplace Violence Investigations, Costs, Achievement of Program and Service Goals, Accessibility/Availability, Quality of Service and Professionalism.
- ◆ Also use comparisons from participation in Municipal Benchmarking Network Canada (MBNCanada) and HR Benchmarking Network (HRBN).
- ◆ Continuously survey municipal comparators regarding comparable, competitive HR and employment policies and practices.

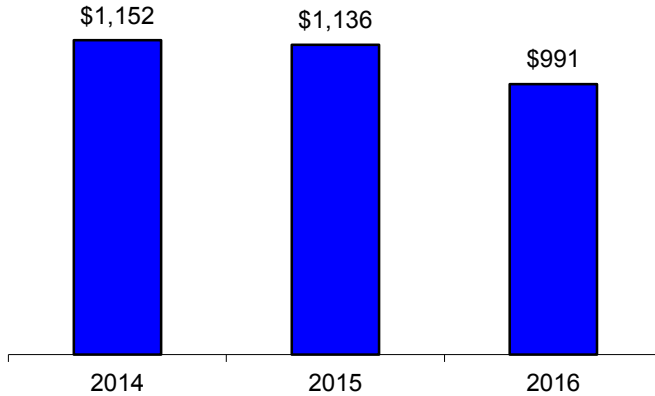


2018 Program Detail

Corporate Services -  
Human Resources

Performance Measurements (Continued):

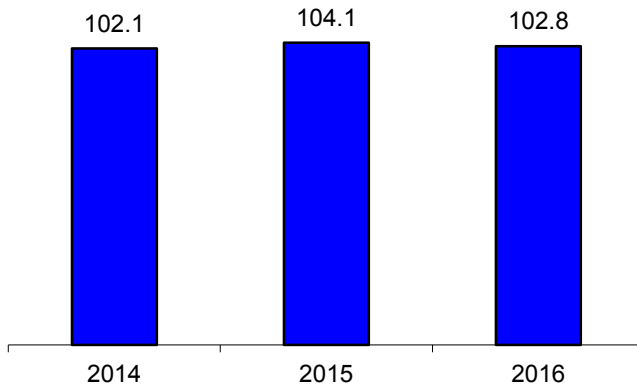
EFFECTIVENESS



*Cost of Human Resources Services per T4 supported.*

*MBN Canada Median = \$1135 (2016)*

EFFICIENCY



*Number of T4's supported by each HR staff member.*

*Industry Standard Target 100 T4s per HR staff member.*

**PROGRAM 1  
ADMINISTRATION**



**2018 Program Detail**

**Corporate Services -  
Human Resources**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	412	448	458	-	458
Personnel Related	13	32	32	-	32
Communications	17	22	22	-	22
Supplies	50	51	51	-	51
Equipment Maintenance & Repairs	4	7	7	-	7
Professional Services	3	4	4	-	4
Minor Assets & Equipment	7	10	10	-	10
<b>Gross Operating Expenses</b>	<b>506</b>	<b>574</b>	<b>584</b>	<b>-</b>	<b>584</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	70	70
Replacement	10	10	3	-	3
<b>Total Tangible Capital Assets</b>	<b>10</b>	<b>10</b>	<b>3</b>	<b>70</b>	<b>73</b>
<b>Total Expenses</b>	<b>516</b>	<b>584</b>	<b>587</b>	<b>70</b>	<b>657</b>
<b>Revenues</b>					
Recovery From Transit	(40)	(40)	(40)	-	(40)
<b>Total Revenues</b>	<b>(40)</b>	<b>(40)</b>	<b>(40)</b>	<b>-</b>	<b>(40)</b>
<b>Net Program Expenses</b>	<b>476</b>	<b>544</b>	<b>547</b>	<b>70</b>	<b>617</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	617
Less: Tangible Capital Assets	(73)
Net Operating Program Expenses Per Program Summary	<u>544</u>



## 2018 Program Detail

## Corporate Services- Human Resources

### Purpose:

- ◆ Provide Human Resources Departmental Services and Labour Relations expertise to the Region's client groups.

### Description of Program Activities:

- ◆ Facilitate the grievance process for eight collective agreements which amounts to approximately 172 grievances per year, including drafting responses on behalf of management and drafting Minutes of Settlement.
- ◆ Facilitate positive labour relations with the Regions' eight bargaining units by overseeing labour management meetings and providing, timely accurate responses and working collaboratively with the unions.
- ◆ Support Management with current advice and representation on disciplinary matters, employment investigations, job performance, employment legislation and interpretation of collective agreements including keeping abreast of arbitral decisions and various employment law changes.
- ◆ Facilitate the Region's Harassment and Conflict Resolution complaints and Violence and Harassment complaints (Ontario Health & Safety Act) in compliance with the Region's policy and the Ontario Human Rights Code which includes conducting workplace investigations which may be subject to scrutiny at arbitration, the Ontario Human Rights Commission or the Ministry of Labour.
- ◆ Develop and communicate HR policies and procedures that support Regional initiatives, current employment legislation and the Region's collective agreements.
- ◆ Provide ongoing support regarding employee attendance including support for the Region's Attendance Support Program.
- ◆ Facilitate the Region's talent acquisition process which includes crafting job competition processes which are compliant with the collective agreement and other employment related requirements (e.g. Ontario Human Rights Code, Ontario Accessibility Act) and which will withstand scrutiny at arbitration.
- ◆ Provide guidance and support to develop leaders and staff, enhance organizational and staff performance, strategically plan for the future and celebrate employee achievements contributing to individual and organizational effectiveness.
- ◆ Develop, implement, manage and continuously improve learning programs related to the Region's Workforce Competencies and Corporate IT programs.
- ◆ Develop, implement, maintain and support the corporation with Performance and Succession Management and other Talent Development policies, programs and processes.
- ◆ Create and continuously improve Regional Leadership Development programs.
- ◆ Develop, promote and manage corporate Reward and Recognition programs, promotion and education.
- ◆ Provide the organization with change management expertise, advice and support.
- ◆ Coordinate New Employee Orientation programs and develop related Onboarding programs.
- ◆ Provide facilitation and consulting, education and resources related to Strategic Planning, Team Effectiveness and Employee Engagement.
- ◆ Conduct Employee Exit Interviews.
- ◆ Provide ongoing support to the Region's Permanent and Temporary Accommodation policies by providing job placement advice and support for disabled employees seeking alternative placement including assessing skill sets, participating in interview and job competitions and providing advice to management pursuant to the Region's policies and Ontario Human Rights Code.



**2018 Program Detail**

**Corporate Services-  
Human Resources**

**Description of Program Activities (Continued):**

- ◆ Provide ongoing administrative and Human Resources and Labour Relations Support to the Region's Employment and Labour Solicitor to ensure all statutory obligations are met by the Region in the event of arbitration or other employment related challenges.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 28  
2017 Full Time Staff = 26
- New Positions: 1 Manager, Labour Relations  
Position Transfer: 1 Human Resources Consultant



**PROGRAM 2  
DEPARTMENTAL SERVICES**



**2018 Program Detail**

**Corporate Services -  
Human Resources**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,823	3,048	3,033	67	3,100
Personnel Related	36	48	48	-	48
Communications	9	15	15	-	15
<b>Operating Expenses Subtotal</b>	<b>2,868</b>	<b>3,111</b>	<b>3,096</b>	<b>67</b>	<b>3,163</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(650)	(650)	(666)	-	(666)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(650)</b>	<b>(650)</b>	<b>(666)</b>	<b>-</b>	<b>(666)</b>
<b>Gross Operating Expenses</b>	<b>2,218</b>	<b>2,461</b>	<b>2,430</b>	<b>67</b>	<b>2,497</b>
<b>Tangible Capital Assets</b>					
Replacement	18	18	17	-	17
<b>Total Tangible Capital Assets</b>	<b>18</b>	<b>18</b>	<b>17</b>	<b>-</b>	<b>17</b>
<b>Total Expenses</b>	<b>2,236</b>	<b>2,479</b>	<b>2,447</b>	<b>67</b>	<b>2,514</b>
<b>Revenues</b>					
Recovery from Transit	(325)	(325)	(333)	-	(333)
<b>Total Revenues</b>	<b>(325)</b>	<b>(325)</b>	<b>(333)</b>	<b>-</b>	<b>(333)</b>
<b>Net Program Expenses</b>	<b>1,911</b>	<b>2,154</b>	<b>2,114</b>	<b>67</b>	<b>2,181</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	2,181
Less: Tangible Capital Assets	(17)
Net Operating Program Expenses Per Program Summary	<u>2,164</u>



**2018 Program Detail**

**Corporate Services-  
Human Resources**

**Purpose:**

**A) Health, Safety and Wellness (including Workplace Safety Insurance and Disability Management)**

- ◆ Develop, implement, manage and continually improve Corporate Health, Safety and Wellness policies, services and programs with the goal of proactively integrating safe and healthy workplace practices into all aspects of work.
- ◆ Support Regional departments to meet or exceed all Occupational Health and Safety Act requirements as well as other relevant, applicable legislation including assisting departments with health and safety education, prevention, audits and compliance.
- ◆ Promote the understanding among all employees of their personal responsibility to work in a healthy and safe manner and encourage them to proactively integrate safe and healthy personal practices into all aspects of their lives.
- ◆ Promote the understanding of the Internal Responsibility System and the important role of management and Joint Health & Safety Committees in creating a healthy and safe workplace.
- ◆ Develop and administer policies, programs and procedures related to the administration of corporate long term disability and sick leave benefits and disability case management.
- ◆ Provide advice, counsel and training to management, union and staff on disability issues and related Ontario Human Rights Code requirements including accommodation, return to work, and occupational/non-occupational disability benefit programs.
- ◆ Manage the Workplace Safety Insurance Board (WSIB) claims management and return to work programs, including preparing and presenting appeals and representing Durham Region at WSIB Tribunals.

**B) Compensation and Benefits**

- ◆ Manage the establishment and provision of fair and equitable compensation to Regional employees, including evaluating jobs and classifications to determine appropriate wage levels and to provide a consistent framework of internal comparisons.
- ◆ Benchmark and compare Durham Region's salary levels to determine and maintain a level of competitiveness.
- ◆ Develop and maintain compensation policies, processes and practices that include Pay Equity compliance.
- ◆ Develop and manage corporate benefit policies, programs and procedures and identify changes and improvements to ensure organizational benefit program, cost and service goals are met.
- ◆ Provide OMERS Administration services, information and expertise to ensure the corporation meets OMERS process and documentation requirements and provide OMERS and retirement-related information and support to individual employees.

**C) Human Resources Information Systems (HRIS)**

- ◆ Develop, configure, maintain and support PeopleSoft HRIS and other HR information systems (e.g. Parklane) to address HR related policy, process, information, records and functionality needs.
- ◆ Provide HRIS information, data and metrics intelligence, analysis and support to the CS-HR Division, including coordinating HR Benchmarking information gathering and analysis, developing and analyzing HR queries and data reports, and initiating related management dashboard and trend reporting.
- ◆ Liaise with Finance and Durham Regional Police Service on HRIS related matters including development and troubleshooting.



**2018 Program Detail**

**Corporate Services-  
Human Resources**

**Description of Program Activities:**

**A) Health, Safety and Wellness (including Workplace Safety Insurance and Disability Management)**

- ◆ Develop, implement and maintain corporate health and safety, wellness and disability management policies, programs and procedures that reflect and meet current legislative requirements and Healthy Workplace goals.
- ◆ Develop, deliver and evaluate a comprehensive wellness program including providing programs and information to the corporation that support healthy employee lifestyle choices, respond to employee benefits claims trends, and promote a healthy workplace.
- ◆ Educate and train employees to perform their work safely.
- ◆ Act as a resource to all employees and supervisory staff on the interpretation of Occupational Health and Safety and other relevant legislative requirements and best practices, and on the implementation of health and safety management systems.
- ◆ Educate supervisory and non-supervisory staff and Joint Health and Safety Committees on their health and safety roles and responsibilities and the Internal Responsibility System.
- ◆ Enhance data management to identify trends with a greater emphasis on prevention of injuries.
- ◆ Provide employees with proactive health services including ergonomic assessments, respirator fit test medicals and audiometric testing.
- ◆ Provide medical accommodation advice and support related to the Attendance Support Program.
- ◆ Fund and manage the provision of Employee Assistance Program (EAP) services to Regional employees in conjunction with the EAP provider.
- ◆ Administer and adjudicate employee medical leaves and the Region's sick leave, Short Term Income Protection Program (STIPP) and Long Term Disability (LTD) programs.
- ◆ Manage the Region's WSIB function, including accident/incident reporting to WSIB, coordinating return-to-work programs, appealing claims where necessary, and representing the Region at appeal and Tribunal hearings.
- ◆ Advise, counsel and assist managers and staff with accommodated return-to-work programs and related Ontario Human Rights Code and other legislative requirements..
- ◆ Manage, provide, promote and continuously improve Regional accommodation, return-to-work and occupational/non-occupational disability management programs.

**B) Compensation and Benefits**

- ◆ Manage and continuously improve the Management and Exempt Compensation and Job Evaluation Programs and the Job Evaluation Programs for CUPE Locals 1764 and 132; Chair the Management/Exempt Job Evaluation Committee and Co-chair the CUPE 1764 Joint Job Evaluation Committee, ensuring all new and changed jobs are evaluated and corresponding salaries/pay rates are determined on a timely, fair and consistent basis.
- ◆ Lead any new joint job evaluation studies and reviews with unions.
- ◆ Manage job documentation and maintain a database of up-to-date job information for use by staff.
- ◆ Conduct regular and ad hoc salary surveys and gather external data to provide a basis for market comparisons and to determine the Region's level of competitiveness.
- ◆ Provide expertise and advice to senior management on job and organization design and Pay Equity compliance.
- ◆ Provide assistance to staff in understanding compensation processes as well as how to complete job information documentation.



**2018 Program Detail**

**Corporate Services-  
Human Resources**

**Description of Program Activities (Continued):**

- ◆ Provide employee benefits and pension services, including assisting employees in complex pension and benefits issues.
- ◆ Provide financial analysis of claims experience and benefits premiums while negotiating rates and reserves with insurers and ensuring appropriate, effective funding and financial arrangements are in place.
- ◆ Administer the Region's pension plan, calculate service credits, maintain employee records and work closely with Finance and OMERS to maintain detailed records of remittances and credits including various T4 slip calculations and reconciliations.
- ◆ Continuously research and initiate ideas to modernize the Region's group benefits structure for the purpose of employee attraction and retention and cost efficiency and benefit program effectiveness.
- ◆ Maintain all employee records for benefit coverage as well as payroll and accounts payable information for insurance premium and Administrative Services Only (ASO) payments.

**C) Human Resources Information Systems (HRIS)**

- ◆ Provide Human Resources functional and technical support and analysis for the implementation and maintenance of HRIS systems including Parklane, PeopleSoft HCM and access to legacy HR systems (e.g. NetTerm).
- ◆ Provide subject matter expertise and HRIS advice, training and information to all levels of staff and assist with troubleshooting to correct errors or make improvements.
- ◆ Develop and implement customized reports, queries and applications and coordinate the completion of the HR Benchmarking Survey and MBNCanada HR measures.
- ◆ Research, analyze and create HR business process maps.
- ◆ Provide automated billing integration support for WSIB (through Parklane) and Benefits (through HCM) based on Regional claims/enrolment records.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 22  
2017 Full Time Staff = 22

**PROGRAM 3  
ORGANIZATION AND EMPLOYEE SERVICES**



**2018 Program Detail**

**Corporate Services -  
Human Resources**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	2,578	2,623	2,685	-	2,685
Personnel Related	58	57	57	-	57
Communications	8	12	12	-	12
Supplies	4	5	5	-	5
Materials & Services	7	7	7	2	9
Professional Services	69	67	67	-	67
<b>Operating Expenses Subtotal</b>	<b>2,724</b>	<b>2,771</b>	<b>2,833</b>	<b>2</b>	<b>2,835</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(261)	(261)	(261)	-	(261)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>	<b>-</b>	<b>(261)</b>
<b>Gross Operating Expenses</b>	<b>2,463</b>	<b>2,510</b>	<b>2,572</b>	<b>2</b>	<b>2,574</b>
<b>Tangible Capital Assets</b>					
New	6	6	-	-	-
Replacement	52	52	36	-	36
<b>Total Tangible Capital Assets</b>	<b>58</b>	<b>58</b>	<b>36</b>	<b>-</b>	<b>36</b>
<b>Net Program Expenses</b>	<b>2,521</b>	<b>2,568</b>	<b>2,608</b>	<b>2</b>	<b>2,610</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	2,610
Less: Tangible Capital Assets	(36)
Net Operating Program Expenses Per Program Summary	<u>2,574</u>

**PROGRAM 4  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Corporate Services -  
Human Resources**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 4  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Corporate Services -  
Human Resources**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>209</b>	<b>209</b>	<b>192</b>	<b>21</b>	<b>213</b>

**PROGRAM 5  
TANGIBLE CAPITAL ASSETS - NEW**



**2018 Program Detail**

**Corporate Services -  
Human Resources**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1    Workspace reconfiguration	1	70,000	70,000
			<u>70,000</u>



**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Corporate Services -  
Human Resources**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1 Desktop Computer	1	700	700
2 Monitor	1	250	250
3 Printers	1	2,000	2,000
			2,950
<b><u>Departmental Services - Program 2</u></b>			
4 Desktop Computer	1	700	700
5 Laptop Computer	9	1,500	13,500
6 Monitors	10	250	2,500
			16,700
<b><u>Organization and Employee Services - Program 3</u></b>			
7 Laptop Computer	6	1,500	9,000
8 Monitors	6	250	1,500
9 Portacount for Respiratory Fit Testing (2 of 2)	1	25,000	25,000
			35,500
			<b>55,150</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>CORPORATE SERVICES</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**INFORMATION TECHNOLOGY**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>811</b>
<b>PROGRAM SUMMARY .....</b>	<b>813</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>815</b>
 <b>PROGRAM DETAILS</b>	
1. Administration .....	816
2. Application Services.....	818
3. Geographic Information Services.....	821
4. Project Services.....	824
5. Technical Services.....	827
6. Service Delivery.....	831
7. Security.....	835
8. Wide Area Network (WAN) .....	840
9. Data and Infrastructure Protection .....	843
10. Corporate IT Support .....	845
11. Headquarters Shared Cost.....	847
12. Tangible Capital Assets - Replacement.....	849



**2018 Business Plan**

**Corporate Services-  
Information Technology**

**Major Services & Activities**

**Information  
Technology  
Operations**

- ◆ Ensure Regional Electronic Data is protected, backed up and secure.
- ◆ Manage the Regional hardware and software network ensuring that departments have appropriate IT bandwidth to complete operations.
- ◆ Provide application services such as email and data sharing services to Regional departments.
- ◆ Support computer infrastructure throughout the Region from Desktop to Server ensuring business service levels are achieved.

**Governance/  
Security**

- ◆ Improve the use of management information technologies to obtain higher levels of timeliness, efficiency and effectiveness.
- ◆ Ensure that Regional Mobile Equipment follows the Information and Privacy Commissioner guidelines of strong encryption.
- ◆ Communicate and educate Regional staff on the requirements of information and data security.
- ◆ Manage the network security protecting Regional equipment and information.

**Business  
Solutions**

- ◆ Develop strategies for effective use of technology and the Regional direction of IT use.
- ◆ Assist Regional departments in the implementation and support of applications meeting their business requirements and needs.
- ◆ Work with departmental partners on expanding the use of IT to meet client demands.
- ◆ Enhance the Regional presence on the web promoting effective use of technology.

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal C.4 - Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Promote innovation framework including the piloting of new technologies, subject to business case review.</li> <li>◆ Continue to implement virtual server technology to reduce the energy draw and cooling requirements for the Corporate Data.</li> </ul>	



**2018 Business Plan**

**Corporate Services-  
Information Technology**

**Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>Continue to develop a new external website and internal intranet site which incorporate modern technology, are mobile friendly, enable internal and external client interaction and enhance the use of social media.</li> </ul>	

**Strategic Goal D.4 - Promote a culture of openness and encourage public engagement in governance and decision making.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>Expand and enhance the Open Data Initiative to full implementation.</li> </ul>	

**Strategic Goal D.7 - Focus resources on continuous improvement and innovation.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>Continue to invest in and implement technology improvements and innovation.</li> </ul>	

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	

## PROGRAM SUMMARY

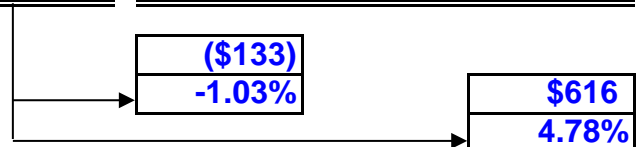


### 2018 Business Plan

### Corporate Services - Information Technology

By Program	2017		2018		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	573	703	709	-	709
2 Application Services	1,467	1,567	1,606	(126)	1,480
3 Geographic Information Services	1,602	1,150	1,159	-	1,159
4 Project Services	797	863	942	-	942
5 Technical Services	1,237	1,284	1,313	-	1,313
6 Service Delivery	940	1,060	1,082	-	1,082
7 Security	643	744	769	126	895
8 Wide Area Network (WAN)	1,332	1,334	1,334	335	1,669
9 Data and Infrastructure Protection	497	461	461	-	461
10 Corporate IT Support	2,448	2,451	2,151	380	2,531
11 Headquarters Shared Cost	338	338	311	34	345
<b>Operating Subtotal</b>	<b>11,874</b>	<b>11,955</b>	<b>11,837</b>	<b>749</b>	<b>12,586</b>
<b>Tangible Capital Assets:</b>					
12 Replacement	927	927	912	-	912
<b>Tangible Capital Assets Subtotal</b>	<b>927</b>	<b>927</b>	<b>912</b>	<b>-</b>	<b>912</b>
<b>Net Program Expenses</b>	<b>12,801</b>	<b>12,882</b>	<b>12,749</b>	<b>749</b>	<b>13,498</b>

Summary of Increase (Decrease)





**2018 Business Plan**

**Corporate Services - Information Technology**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	138	Economic increases
Salaries & Benefits	61	Annualization - 1 position
Salaries & Benefits	12	Job reclassification
Operating Expenses	(300)	One-time including computer maintenance and professional services
Operating Expenses	(27)	Headquarters shared cost
Tangible Capital Assets - Replacement	(15)	Remove one-time items
Recovery from Transit	(2)	Economic increases
	<u>(133)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Corporate Services - Information Technology

(\$,000's)

#### Application Services

♦ Position Transfer: One (1) Supervisor to Security Program (below), effective January 1, 2018.	(126)
	(126)

#### Project Services

♦ Position Transfer: One (1) unfunded Business Analyst to Corporate Services - Human Resources division, effective January 1, 2018 to support the needs of the Human Resources division.	-
	-

#### Security

♦ Position Transfer (1): One Supervisor from Application Services, effective January 1, 2018, to better align the functions performed by the position.	126
	126

#### Wide Area Network

♦ Increase Network Operations Maintenance to enhance network connections to regional facilities: increase costs for connection and internet (\$155k); increase in WAN costs (\$180k).	335
	335

#### Corporate IT Support

♦ Ongoing costs associated with Corporate Software programs utilized including costs associated with Software Maintenance for Oracle, Microsoft, Cognos (\$260k); increase in Security Software costs (\$120k).	380
	380

#### Headquarters Shared Cost

♦ Corporate Services - Information Technology's share of costs related to the operation and maintenance of Regional Headquarters.	34
	34

	<b>749</b>
--	------------

**Total Program Changes**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

**Purpose:**

- ◆ Corporate Services - Information Technology is the primary source for Information Technology (IT) for the Region, which develops and ensures that Regional goals and objectives are met through the proper use of IT. IT management and operations must align with departmental and Regional objectives.
- ◆ Develop and implement strategies and practices to provide comprehensive IT technical and business solutions that are cost effective, efficient and reliable.
- ◆ Work closely with senior levels of management across the organization (Regional departments) to ensure that their technology needs are met while looking for possible process improvements and synergies that could be gained with the assistance of technology.

**Description of Program Activities:**

- ◆ Provide overall guidance and coordination to the Information Technology division: operations, policies, procedures, best practices, resources, technology direction and budgets.
- ◆ Responsible for Application Services, Corporate GIS, IT Service Desk, Desktop Support, Security, and IT Infrastructure.
- ◆ Provide advice to Regional Council and Committee of the Whole on IT matters.
- ◆ Ensure strong communication and working relationships with clients and departmental staff.
- ◆ Provide IT business and technical advice to departmental clients.
- ◆ Represent the Region on IT matters and interests with local municipalities, school boards, utilities, vendors, associations and provincial agencies, and the national Public Sector Chief Information Officer Committee.
- ◆ Meet with Municipal IT area managers and facilitate the development of collective contracts for the benefit of all. In 2018 agreements for Microsoft will be negotiated and available to area municipalities and the Durham Regional Police Service.
- ◆ Monitor program activities and spending to ensure objectives are met within budget.
- ◆ Development of IT policies on behalf of the organization.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 2  
2017 Full Time Staff = 2



**PROGRAM 1  
ADMINISTRATION**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	375	491	497	-	497
Personnel Related	75	74	74	-	74
Communications	41	54	54	-	54
Supplies	25	26	26	-	26
Equipment Maintenance & Repairs	-	1	1	-	1
Professional Services	54	54	54	-	54
Insurance	3	3	3	-	3
<b>Gross Operating Expenses</b>	<b>573</b>	<b>703</b>	<b>709</b>	<b>-</b>	<b>709</b>
<b>Tangible Capital Assets</b>					
Replacement	9	9	9	-	9
<b>Total Tangible Capital Assets</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>-</b>	<b>9</b>
<b>Net Program Expenses</b>	<b>582</b>	<b>712</b>	<b>718</b>	<b>-</b>	<b>718</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	718
Less: Tangible Capital Assets	<u>(9)</u>
Net Operating Program Expenses Per Program Summary	<u><u>709</u></u>



## **2018 Program Detail**

## **Corporate Services - Information Technology**

### **Purpose:**

- ♦ The Application Services section plans, implements, develops and maintains a wide range of business applications and web sites that support the internal/external business needs of the Region of Durham. These services include the development and/or maintenance of over 100 software applications.
- ♦ Application Services also assists with the in-house development, and/or acquisition, and implementation of new applications through a project management framework to enhance and improve the effective delivery of services to Regional department clients.

### **Description of Program Activities:**

- ♦ Ongoing maintenance and support of over 100 business applications, including Customer Relationships Management (Legislative Services, Works, Transit), Job Evaluation Management Systems (Human Resources), TrapezePASS (Transit), Fleet Scheduler (Works), Land Division Office (Planning), Liberty (POA), CaseWorks (Social Services), Zylmage (Legislative Services) and Encounter (Health).
- ♦ Provide support to Regional legacy applications such as Maintenance Management, Water Billing and Fleet Management to ensure efficient operation and customer satisfaction.
- ♦ Provide Technical Analysis support to Regional departments looking for IT business solutions through consultation and vendor selection, or application development.
- ♦ Support and maintain Regional Oracle and Microsoft SQL Server databases for enterprise applications.
- ♦ Support and development of collaboration services, including Microsoft SharePoint.
- ♦ Support innovation opportunities for Regional departments, leveraging new technologies.

### **2018 Action Plan:**

- ♦ Implement new public web applications and e-services using the selected CMS (Content Management System). Leverage the corporate CMS to enhance citizen engagement and to streamline service delivery.
- ♦ Ensure that all websites created and maintained by Durham Region meet the requirements of the Accessibility Act.
- ♦ Ensure that all production environments have a testing environment in order to allow staff to make changes and test outside of the production environment.
- ♦ Identify business applications due for replacement/refresh and work with Regional partners to formulate a replacement strategy to begin in 2018.
- ♦ Work towards common enterprise-wide shared applications to address inter-departmental dependencies.
- ♦ Investigate and initiate the migration of Regional business applications to Microsoft Azure cloud services.
- ♦ Complete High Availability Oracle 12c database cluster implementation and begin migration of legacy databases; Continue deployment of enhanced database monitoring and administration tools.
- ♦ Develop application, database and development standards to guide future technology investments.
- ♦ Continue to grow Application Services skill sets in new programming development methods and standardization in programming languages.
- ♦ Continue to follow and improve on industry best practices in application development and business analysis.
- ♦ Continue to improve the management of application services projects, meeting set out goals and objectives, and managing the priorities among key constraints (timeline, budget, requirements).



**2018 Program Detail**

**Corporate Services -  
Information Technology**

**Description of Program Resources:**

- ♦ 2018 Full Time Staff = 9                      Position Transfer: 1 Supervisor to Security
- ♦ 2017 Full Time Staff = 10                    (Restated)

**Performance Measurements:**

- ♦ 1.7M connections to Regional Website - 93% external connections - 7% internal office connections
- ♦ 4.6M page views on Regional Website - 81% by external individuals

**PROGRAM 2  
APPLICATION SERVICES**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,133	1,246	1,285	(126)	1,159
Personnel Related	36	42	42	-	42
Communications	-	1	1	-	1
Supplies	5	5	5	-	5
Computer Maintenance & Operations	87	67	67	-	67
Professional Services	206	206	206	-	206
<b>Gross Operating Expenses</b>	<b>1,467</b>	<b>1,567</b>	<b>1,606</b>	<b>(126)</b>	<b>1,480</b>
<b>Tangible Capital Assets</b>					
Replacement	16	16	14	-	14
<b>Total Tangible Capital Assets</b>	<b>16</b>	<b>16</b>	<b>14</b>	<b>-</b>	<b>14</b>
<b>Net Program Expenses</b>	<b>1,483</b>	<b>1,583</b>	<b>1,620</b>	<b>(126)</b>	<b>1,494</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,494
Less: Tangible Capital Assets	(14)
Net Operating Program Expenses Per Program Summary	<u>1,480</u>

# PROGRAM 3 GEOGRAPHIC INFORMATION SERVICES



## 2018 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ To provide internal and external access to a Corporate Geographic Information framework, enabling effective use of data, resources, analysis and technology.
- ♦ To foster the use of Geographic Information Services (GIS) across Regional partners in order to encourage data sharing, data standards, data consistency and the growth of GIS initiatives.

### Description of Program Activities:

- ♦ Data Programs:
  - ♦ Provide ongoing acquisition, administration and maintenance of 500+ datasets, such as parcels, Regional addresses, drainage, and orthophotography within a centralized GIS warehouse.
  - ♦ Provide daily updates of key GIS data such as the Single Line Road Network, for integration with Bell 911, all Regional departments, and external partners.
- ♦ GIS Infrastructure:
  - ♦ Provide a fault tolerant enterprise GIS architecture that supports all GIS data and software application needs of the Region.
  - ♦ Purchase or develop Corporate GIS tools to increase the functionality of the system.
- ♦ Partnerships:
  - ♦ Develop new and ongoing partnerships with internal departments, government organizations and various external organizations.
  - ♦ Assist the Northern Municipalities with GIS requirements.
  - ♦ Manage and inventory the dissemination of digital GIS data including executing data sharing agreements, formatting, packaging and provision of data.
  - ♦ Provide expertise and resources to departments implementing GIS projects.
- ♦ Standards:
  - ♦ Continuous improvement and implementation of Corporate GIS best practices and policies across the Region.
  - ♦ Define and house a single "official" copy of GIS data to reduce duplication between departments.
- ♦ Application Development:
  - ♦ Develop and enhance Web GIS functionality for both the Region and its citizens, including the provision of geographical analysis capabilities, cartographic capabilities, and notification tools.
  - ♦ Provide custom online interactive maps, i.e. Construction, Design and Environmental Assessment Projects, Development Approvals, Works Data Portal (WDP).
  - ♦ Develop departmental specific applications for GIS functionality and analysis.
- ♦ Training:
  - ♦ Continue to upgrade the skills and knowledge of staff in GIS to implement and support newer GIS technology.
  - ♦ Provide GIS information sessions to Durham GIS Partnership and the Region's internal GIS Working Group.



## **2018 Program Detail**

## **Corporate Services - Information Technology**

### **Program Highlights:**

- ♦ Maintenance of the Region's Open Data portal for public use of select datasets.
- ♦ Procurement of an Enterprise License Agreement for GIS software.
- ♦ Continued enhancement of corporate/public interactive web maps.
- ♦ Continued support of Transit System Map and yearly route planning.
- ♦ Support of GIS operations in Durham Emergency Management Office.
- ♦ Provision of the Single Line Road Network for Bell 911, Police Services and Ministry of Health for Emergency Dispatch.

### **2018 Action Plan:**

- ♦ Create Microsoft Azure test environment for select GIS services.
- ♦ Enhance Open Data with additional data and public engagement initiatives.
- ♦ Develop formal Procedures Manual for GIS, outlining all key processes.
- ♦ Introduce FME (Safe Software) ETL (Extract, Transform and Load) processing capabilities.
- ♦ Improve data sharing practices with our Municipalities and other public partners.

### **Description of Program Resources:**

- ♦ 2018 Full Time Staff = 6  
2017 Full Time Staff = 6

### **Performance Measurements:**

- ♦ Total Open Data downloads (October 2016 through August 2017): 1,835
- ♦ Datasets available for download on Open Data portal: 27
- ♦ Web mapping services available via Open Data: 26
- ♦ Public interactive mapping sites maintained: 10
- ♦ Internal-only interactive mapping sites maintained: 7

**PROGRAM 3  
GEOGRAPHIC INFORMATION SERVICES**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	753	684	695	-	695
Personnel Related	25	26	26	-	26
Supplies	3	3	3	-	3
Computer Maintenance & Operations	985	614	614	-	614
Professional Services	-	15	15	-	15
<b>Gross Operating Expenses</b>	<b>1,766</b>	<b>1,342</b>	<b>1,353</b>	<b>-</b>	<b>1,353</b>
<b>Tangible Capital Assets</b>					
Replacement	19	19	5	-	5
<b>Total Tangible Capital Assets</b>	<b>19</b>	<b>19</b>	<b>5</b>	<b>-</b>	<b>5</b>
<b>Total Expenses</b>	<b>1,785</b>	<b>1,361</b>	<b>1,358</b>	<b>-</b>	<b>1,358</b>
<b>Revenues</b>					
Sundry Revenue	-	(35)	(35)	-	(35)
Revenue from Municipalities	(67)	(60)	(60)	-	(60)
Recovery from Transit	(97)	(97)	(99)	-	(99)
<b>Total Revenues</b>	<b>(164)</b>	<b>(192)</b>	<b>(194)</b>	<b>-</b>	<b>(194)</b>
<b>Net Program Expenses</b>	<b>1,621</b>	<b>1,169</b>	<b>1,164</b>	<b>-</b>	<b>1,164</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,164
Less: Tangible Capital Assets	(5)
Net Operating Program Expenses Per Program Summary	<u>1,159</u>



## 2018 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ The Project Services section provides project management, change management and business analysis oversight to support the planning, design and implementation of enterprise-wide technology project initiatives that support the internal/external business needs of the Region of Durham.
- ♦ The Project Services section designs and maintains best practice process, templates and tools for use across technology projects and assists all program areas within IT and the business providing consultancy services on best practice project management, change management and business analysis guidance to improve the effective delivery of technology projects to Regional department clients.

### Description of Program Activities:

- ♦ Ongoing design, maintenance, administration and support of project management process, templates and tools (e.g. Program Portfolio Management).
- ♦ Provide Project Management, Organizational Change Management, and Business Analysis leadership to enterprise IT project initiatives, as well as consultancy assistance to other IT program areas and Regional departments looking for guidance on best practice recommendations.
- ♦ Provide Business Analysis support to Regional departments looking for IT business solutions through consultation, Request for Proposal (RFP) development, vendor selection and/or custom application
- ♦ Training for IT program area leads on Project Management, Change Management and Business Analysis process, templates and tools.
- ♦ Administer and maintain IT PPM (Project Portfolio Management) tool used to track, manage and report on project health.

### 2018 Action Plan:

- ♦ Design, document and implement IT Project Categorization process and project roles to improve service and staffing of projects.
- ♦ Design, document and develop new project intake process, tools, templates and governance process for use within IT.
- ♦ Upgrade our PPM (Project Portfolio Management) Tool to the latest version of the software to leverage the most up-to-date features to management and report on projects.
- ♦ Supply project and change management expertise for key enterprise-wide technology projects (e.g. Office 2016/Exchange Online, Windows 10, eAgenda).
- ♦ Assist departments with RFP process for key departmental initiatives approved for 2018 budget.
- ♦ Develop department collaboration through working groups and business relationship management.
- ♦ Continue to follow and improve on industry best practices in project management, change management and business analysis.
- ♦ Continue to improve the management of projects, meeting set out goals and objectives, and managing the priorities among key constraints (timeline, budget, requirements).



**PROGRAM 4  
PROJECT SERVICES**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 7                      Position Transfer: 1 Business Analyst to Corporate Services - Human Resources
- 2017 Full Time Staff = 8                      (Restated)

**Performance Measurements:**

- ◆ Annual Project Service Requests: 63
- ◆ Active Project Service Requests: 75
- ◆ Number of RFP Projects: 3

**PROGRAM 4  
PROJECT SERVICES**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	710	770	849	-	849
Personnel Related	24	30	30	-	30
Supplies	3	3	3	-	3
Professional Services	60	60	60	-	60
<b>Gross Operating Expenses</b>	<b>797</b>	<b>863</b>	<b>942</b>	<b>-</b>	<b>942</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	4	-	4
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>4</b>
<b>Net Program Expenses</b>	<b>797</b>	<b>863</b>	<b>946</b>	<b>-</b>	<b>946</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	946
Less: Tangible Capital Assets	(4)
Net Operating Program Expenses Per Program Summary	<u>942</u>



## 2018 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ The Technical Services Program offers a wide complement of services for the Region of Durham. The primary purpose for the Technical Services Program is to provide administration and technical expertise for the corporate IT infrastructure.
- ♦ The IT infrastructure is comprised of Data Servers, Storage and Email Services. Working with other IT support staff within the Region, the IT infrastructure supports the many unique needs of all customers.
- ♦ The Technical Services Program is also responsible for providing leadership and guidance by evaluating new technologies that would benefit the Region.

### Description of Program Activities:

#### IT Infrastructure - Data Server, Storage and Email Services:

- ♦ The Data Infrastructure operates on a heterogeneous Internet Protocol (IP) based network system and is comprised of approximately 320 server instances in production, development and staging environments. The primary purpose of these servers is to host and support the Region's corporate email, file and print services, applications, databases, and web sites. The physical and logical makeup of the servers are rackmount, blade and virtual. The primary operating system is Microsoft Windows 2008/2012, with all user accounts, workstations and printers residing in Active Directory.
- ♦ As its primary enterprise backup solution Corporate Services - Information Technology (CS-IT) operates a technology that is a combination of both hardware and software. The hardware consists of a Linear Tape-Open (LTO) Library, LTO tape drives and LTO tapes along, Storage Area Network (SAN), and De-Duplication technology. NetBackup Enterprise 7.7 is the software that is used to manage the backup environment in terms of device allocation, backup policy creation, job execution, file restore and tape retention.
- ♦ The Region's email system is Microsoft Exchange/Outlook 2010 and CS-IT currently uses Blackberry Enterprise Server (BES) 12 as a mobile device management platform to manage over 700 Blackberry smartphones. IBM MaaS360 is the management platform used to manage over 300 iOS devices (i.e. iPhone, iPad).

#### Corporate responsibilities include:

- ♦ Research, evaluate, recommend, procure and install hardware components and equipment to host corporate and department specific applications and programs.
- ♦ Provide corporate email services. This communication service is extended to include IT support for hand held devices such as Blackberries and iPhones and remote access of email via the web.
- ♦ Present electronic file sharing, data storage and print services to Regional staff.
- ♦ Assist with desktop management of PCs via Active Directory.
- ♦ Protection of data via backup and restore methodologies and the coordination of offsite media storage.
- ♦ Provide consultation services, project management and IT support to the CAO, Corporate Services - Human Resources, Legislative Services and Legal Services, DEMO, Planning & Economic Development, Works, Social Services, Health, and Transit departments.
- ♦ Inventory, maintain and upgrade hardware / software components and equipment: Servers - Traditional and Blade, Operating Systems, Disk Arrays, Storage Area Network (SAN), Uninterrupted Power Supplies (UPS), Virtual Technologies.
- ♦ Increasing uptime through the design and implementation of fault tolerant solutions such as clustered services.



## 2018 Program Detail

## Corporate Services - Information Technology

### Description of Program Activities (Continued):

#### General IT Infrastructure Activities:

- ♦ Management of the Corporate Data Centre.
- ♦ Implement and uphold IT standards, policies and procedures adopted by Corporate Services - Information Technology as industry best practices.
- ♦ Continue providing IT Infrastructure support to program areas in IT (Application Services, GIS Services, Security and Service Delivery) as part of the initiatives and projects their respective programs are involved in.
- ♦ Infrastructure modeling.

### Program Highlights:

- ♦ Continued initiative to move Microsoft Exchange/Outlook from in-house application to Office 365 cloud solution in Canadian based Microsoft Data Centres.
- ♦ Continued to Train Technical Support staff to manage Microsoft Azure cloud services and Office 365.
- ♦ Continued with the server replacement plan with emphasis on virtualizing where possible for the rapid deployment of new departmental initiatives. Over 65% of the environment is virtualized.
- ♦ Continued upgrading the server O/S to Windows 2012 to ensure that the Region is on a supported platform for years to come. This will also allow the Region to take advantage of the latest features and functionality that Microsoft has to offer.
- ♦ Consolidated management software to better assist CS-IT in the overall management of the Region's IT infrastructure.
- ♦ Replacement of our backup storage environment (de-duplication) to remain current on existing technologies.

### 2018 Action Plan:

- ♦ Continue movement of Microsoft Exchange/Outlook from in-house application to Office 365 cloud based in Canadian Microsoft Data Centres.
- ♦ Continue with the server and storage hardware replacement plan with emphasis on virtualizing where possible for the rapid deployment of new departmental initiatives. This includes replacement of converged server/storage network. Virtualize an additional 10 per cent of the corporate infrastructure.
- ♦ In conjunction with server replacements, provide assistance in identifying applications/services that are due for replacement/refresh and work with partners to develop a replacement strategy.
- ♦ Investigate, provision and assist with the migration of Regional business applications and work loads to Microsoft Azure cloud services in support of a cloud-first strategy.
- ♦ Continue upgrading the server O/S to Windows 2012 to ensure that the Region is on a supported platform for years to come. This will also allow the Region to take advantage of the latest features and functionality that Microsoft has to offer.
- ♦ Continue to research, test and deploy new software tools and methods for management of IT Infrastructure.
- ♦ Continue to reorganize the file directory structure for the Corporate network.



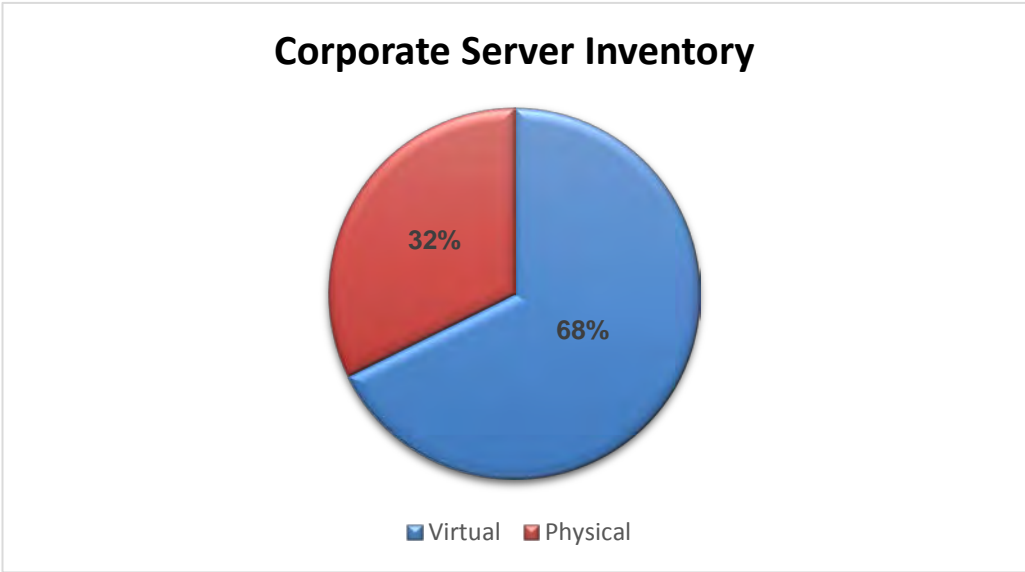
**2018 Program Detail**

**Corporate Services -  
Information Technology**

**Description of Program Resources:**

- ♦ 2018 Full Time Staff = 11
- 2017 Full Time Staff = 11

**Performance Measurements:**



**PROGRAM 5  
TECHNICAL SERVICES**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,232	1,239	1,268	-	1,268
Personnel Related	33	57	57	-	57
Supplies	3	4	4	-	4
Computer Maintenance & Operations	47	60	60	-	60
Equipment Maintenance & Repairs	-	2	2	-	2
<b>Operating Expenses Subtotal</b>	<b>1,315</b>	<b>1,362</b>	<b>1,391</b>	<b>-</b>	<b>1,391</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(78)	(78)	(78)	-	(78)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(78)</b>	<b>(78)</b>	<b>(78)</b>	<b>-</b>	<b>(78)</b>
<b>Gross Operating Expenses</b>	<b>1,237</b>	<b>1,284</b>	<b>1,313</b>	<b>-</b>	<b>1,313</b>
<b>Tangible Capital Assets</b>					
Replacement	25	25	16	-	16
<b>Total Tangible Capital Assets</b>	<b>25</b>	<b>25</b>	<b>16</b>	<b>-</b>	<b>16</b>
<b>Net Program Expenses</b>	<b>1,262</b>	<b>1,309</b>	<b>1,329</b>	<b>-</b>	<b>1,329</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,329
Less: Tangible Capital Assets	(16)
Net Operating Program Expenses Per Program Summary	<u>1,313</u>



**2017 Program Detail**

**Corporate Services -  
Information Technology**

**Purpose:**

- ♦ Service Delivery provides the first level of interface to over 3,900 users in the Region for IT related issues and provides desktop support and technology research for hardware, software and audio visual. Service Delivery staff is comprised of staff dedicated to Desktop Support, Help Desk, and Data Entry as well as operations.
- ♦ Service Delivery manages itHelp, the Region's IT help desk, which provides users a central point to receive help on various computer issues. The help desk typically manages its requests via help desk software (RemedyForce), that allows them to track user requests with a unique ticket number which has been received by either voice or email.
- ♦ Help Desk staff will resolve and answer most commonly asked questions. If the issue isn't resolved at the first-level, the ticket is escalated to a second, higher level specialized staff. Specialized technical staffing is comprised of GIS, Applications, Technical Services, Security or Desktop within Corporate Services - Information Technology.
- ♦ Desktop Support is also responsible for the desktops, laptops, and peripherals. The help desk will assign the desktop team the second level desktop issues that the first level was not able to solve. They set up and configure computers for new users and are typically responsible for any physical work relating to the computers such as repairing software or hardware issues and moving workstations to another location.
- ♦ The Service Delivery - Operations and Data entry teams maintain and manages the scheduled required functions of the Region's Water Billing, Fleet and Maintenance applications as well as providing data entry resources.
- ♦ As the Service Delivery team provides individual customer service to those that are not able to perform their daily function, staff must have agility, speed, flexibility and broad hardware and software support skills to cover a wide-range of support issues on the spot.

**Description of Program Activities:**

The Service Delivery Program performs the following activities:

IT Service Support

- ♦ Physical and logical perspective of the IT infrastructure and IT services being provided.
- ♦ Standard methods and procedures for effective managing of all changes.
- ♦ Testing, verification and release of changes to the IT environment.
- ♦ Day-to-day process that restores normal acceptance service with a minimal impact on business.
- ♦ Diagnosis of the root causes of incidents in an effort to proactively eliminate and manage them.
- ♦ Help Desk provides a central point of contact between users and IT.
- ♦ Management and support of all audio visual within the Region including Committee and Council.

IT Service Delivery

- ♦ Optimize IT infrastructure capabilities, services and support to minimize service outages and provide sustained levels of service to meet business requirements.
- ♦ Maintain and improve the level of service to the organization.
- ♦ Managing the cost associated with providing the organization with the resources needed to meet requirements.



## 2017 Program Detail

## Corporate Services - Information Technology

### Description of Program Activities (Continued):

- ♦ Provide computer deployment to users in the Region. The computers deployed to Regional staff are imaged with standard corporate applications like Microsoft Office, Outlook etc.
- ♦ Computer operations support including: production tasks, data backup and restore, operations control, printing and distribution of large scale print jobs (water bills, payroll) and after hours support.
- ♦ Handle requests from users requiring assistance with technical issues from first contact to resolution. Incidents and Work Orders are managed by Help Desk staff and logged, tracked and monitored using IT Help Desk software called RemedyForce.
- ♦ Provide data entry function for legacy applications (Water Billing, Fleet, and Maintenance Management).
- ♦ Provide desktop support to the users in the Region.
- ♦ Maintain Audio Visual equipment at Regional Headquarters and provide assistance to users having technical difficulties using the audio visual equipment.
- ♦ Develop and improve client service and relationship management on behalf of CS-IT.

### Program Highlights:

- ♦ Upgraded the Audio Visual equipment in 5 rooms in Regional HQ. The rooms feature new laser projector, wireless presentation and scheduling panels placed outside of the entrances to the rooms.
- ♦ Supported departmental operations through in-person support, for all Regional Headquarters Audio visual components.
- ♦ Support all Regional Council and Standing Committee meetings with in-person support.
- ♦ Implemented new streaming solution to enable Council Meetings to be streamed in High Definition.
- ♦ Refinement of software implementation of System Centre Configuration Management (SCCM).
- ♦ Continued centralized deployment strategy, advising departments of out of warranty assets and ordering replacements on their behalf. Last year, departments participating received 98% of their assets in year.

### 2018 Action Plan

- ♦ Plan the implementation of Windows 10 operating system on Regional equipment.
- ♦ Migrate all Regional equipment to Office 2016 and assist in the migration to Exchange Online.
- ♦ Continue upgrading audio visual equipment in Regional Headquarters meeting rooms.
- ♦ Continue the implementation of a managed desktop environment to reduce the number of incidents of desktops becoming unstable.
- ♦ Implement Problem module in RemedyForce to link related Incidents to a single root cause for resolution.
- ♦ Refine the deployment process to streamline and improve the build of Regional PCs.
- ♦ Focus on reducing the lifecycle of Service Incidents, with a goal of faster resolution for CS-IT clients.





**2017 Program Detail**

**Corporate Services -  
Information Technology**

**Description of Program Resources:**

- ♦ 2018 Full Time Staff = 15  
2017 Full Time Staff = 15

**Performance Measurements:**

- ♦ Records keyed by data entry staff for legacy applications - 808,964
- ♦ Total number of Desktop/Laptop/Tablet Computers supported - 3,243
- ♦ Total number of managed mobile devices: 1000+ Blackberry Phones, 124 iPhones
- ♦ Total number of Networked printers supported - 450
- ♦ Water Billing cards, slips, bills, cheques, notices, printed and bursted - 1.4 million+
- ♦ IT Help Desk calls closed YTD as of August 28, 2017 - 9,941 or average of 60 per working day
- ♦ Average number of calls per Service Desk employee - 1,179 per year

**PROGRAM 6  
SERVICE DELIVERY**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,302	1,416	1,438	-	1,438
Personnel Related	35	38	38	-	38
Supplies	4	4	4	-	4
Computer Maintenance & Operations	9	12	12	-	12
<b>Operating Expenses Subtotal</b>	<b>1,350</b>	<b>1,470</b>	<b>1,492</b>	<b>-</b>	<b>1,492</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(410)	(410)	(410)	-	(410)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(410)</b>	<b>(410)</b>	<b>(410)</b>	<b>-</b>	<b>(410)</b>
<b>Gross Operating Expenses</b>	<b>940</b>	<b>1,060</b>	<b>1,082</b>	<b>-</b>	<b>1,082</b>
<b>Tangible Capital Assets</b>					
Replacement	36	36	49	-	49
<b>Total Tangible Capital Assets</b>	<b>36</b>	<b>36</b>	<b>49</b>	<b>-</b>	<b>49</b>
<b>Net Program Expenses</b>	<b>976</b>	<b>1,096</b>	<b>1,131</b>	<b>-</b>	<b>1,131</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,131
Less: Tangible Capital Assets	(49)
Net Operating Program Expenses Per Program Summary	<u>1,082</u>



## 2018 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ The IT Security Program is responsible for ensuring the confidentiality, integrity, and availability of the IT assets of the Region through the administration of multiple threat management systems.
- ♦ The IT Security Program is responsible for the administration of the Regional Local and Wide Area Networks (LAN/WAN) servicing over 70 Regional sites.

### Description of Program Activities:

The Security Program performs the following activities:

- ♦ Manage and maintain the daily activities of the IT Security Program.
- ♦ Manage and maintain the Regional IT Security Policies including: Access Control, Antivirus, Asset Management, Backup & Recovery, Compliance, Data Protection, Personal Computer, Incident Management, Network Security, Physical & Environmental, and Wireless.
- ♦ Manage and maintain the IT Security Risk Management activities including Business Impact Analysis, and Security Risk Assessments.
- ♦ Manage and maintain the IT Security Architecture including recommendations for additional technical controls on new and existing systems.
- ♦ Perform IT Security Assurance on the Regional firewalls, including change authorization, configuration change assessments, periodic configuration reviews, and event monitoring.
- ♦ Provide Corporate Services - IT representation on the Regional Enterprise Risk Management committee and Business Continuity subcommittees.
- ♦ Provide Corporate Services - IT management representation on the Regional Joint Health & Safety committee.
- ♦ Manage and maintain the Region's external Digital Certificates.
- ♦ Manage and maintain the Region's Internet Domain Names.
- ♦ Maintain and manage the intrusion prevention systems and respond to all threats or potential threats.
- ♦ Maintain and manage the Region's reverse proxy solution, providing additional protection of Regional websites.
- ♦ Maintain and manage the Region's Secure File Transfer solution, ensuring files can be exchanged safely with external parties.
- ♦ Maintain and manage the Region's internal and external vulnerability scanning solutions.
- ♦ Maintain and manage the Region's antivirus software ensuring that all Regional IT assets are protected against known viral/spyware, potentially unwanted programs and threats.
- ♦ Manage and maintain the Region's Internet monitoring tools to ensure Regional staff, guests, and the public are not subjected to unwanted Internet content, are protected from malicious web-sites, and to monitor for unexpected mail traffic from Regional assets.
- ♦ Manage and maintain the IT Security Awareness educational program for Regional staff.
- ♦ Manage and maintain the IT Security Incident Response for all unexpected/inappropriate/malicious IT activity, from all sources.
- ♦ Manage and maintain the Regional wireless network ensuring access is available when requested, to authorized staff or guests only, and that access is available to the public at Regional Headquarters (HQ).
- ♦ Manage and maintain the Regional Internet email security system, ensuring that all emails are appropriately classified and managed.



## **2018 Program Detail**

## **Corporate Services - Information Technology**

### **Description of Program Activities (Continued):**

- ♦ Manage and maintain the Region's strong encryption system managing both full-disk and removable electronic media.
- ♦ Plan, design, implement and maintain the Wide Area Network (WAN) and Local Area Network (LAN) for over 70 Regional offices.
- ♦ Evaluate, recommend, acquire, inventory and install data communications equipment (i.e. switches, routers, firewalls) for the Region of Durham.
- ♦ Measure/Monitor network performance and proactively respond to network connectivity issues, to minimize any impact on the services provided by the Region.
- ♦ Grant remote access to Regional systems via Virtual Private Network (VPN) technology for Regional staff and program consultants.
- ♦ Make internet connectivity available to Regional staff for the purpose of research and remote access to internal resources and external entities.
- ♦ Liaise with the Province of Ontario to facilitate network access to provincial applications used by Departments such as Health, Social Services, and Provincial Offences Act.
- ♦ Coordinate copper and fibre cable installations to facilitate the expansion of Regional resources.
- ♦ Offer technical assistance where wireless data access is required.
- ♦ Provide consultation services and capacity planning to support the changing demands of the Region.
- ♦ Execute change management requests to serve and protect the business needs of the organization.

### **Program Highlights:**

- ♦ Began implementation of updated anti-malware and application whitelisting solutions.
- ♦ Began implementation of internal vulnerability scanning solution.
- ♦ Began implementation of upgrade to Cisco firewalls.
- ♦ Began migration to new reverse proxy solution for protection of Regional websites.
- ♦ Regional WiFi is now available in 40 of 70 sites for Regional staff and Regional HQ for guests.
- ♦ On-going Voice over Internet Protocol (VoIP) projects - Hillsdale Terraces, Region of Durham Paramedic Service (RDPS), HQ.
- ♦ Completed VoIP projects - Orono Depot, Lakeview Manor.
- ♦ Completed new site setups - Durham Region Transit (DRT) New Maintenance Facility and Whitby, Social Services - Ontario Works at 200 John St.
- ♦ Completed the Core and Campus Switch Replacement Projects at Regional HQ.
- ♦ Provided IT security subject matter expertise in support of cloud software as a service (SaaS) RFPs.
- ♦ Increased staff subject matter expertise by attending Information Security & Privacy conferences, seminars, and workshops held by Municipal Information Systems Association (MISA), Security Education Conference Toronto (SecTor), and International Association of Privacy Professionals (IAPP).
- ♦ Maintained staff subject matter expertise by attending Information Security, Networking, and Project Management education and training sessions.
- ♦ Updated IT security awareness program for Regional staff.
- ♦ Investigated Disaster Recovery solutions based on the criticality of systems supporting Regional business processes.
- ♦ Provided support for the integration of Internet of Things (IoT) solutions and the Region's network.



## 2018 Program Detail

## Corporate Services - Information Technology

### Program Highlights (Continued):

- ♦ Improved LAN security on select VoIP networks.
- ♦ Increased awareness of Critical Infrastructure cybersecurity concerns.
- ♦ On-going vulnerability patch management for IT security systems.
- ♦ Continued training IT security staff on cloud security.
- ♦ Completed WAN fibre optic cable upgrades to 12 sites, started upgrades to 10 sites.
- ♦ Improved project delivery by standardizing workgroup use of Project Management tools and methodology.

### 2018 Action Plan:

- ♦ Complete the implementation of updated anti-malware and application whitelisting solutions.
- ♦ Complete the implementation of an internal vulnerability scanning solution.
- ♦ Complete the implementation of Cisco firewall upgrades.
- ♦ Complete the migration of Regional websites to a new reverse proxy solution.
- ♦ Conduct email phishing campaigns to increase staff IT security awareness.
- ♦ Conduct security awareness sessions with every Corporate Services - IT section.
- ♦ Create standards for each policy to ensure that procedures and guidelines comply with Regional Information Security policies.
- ♦ Maintain Information Security technical controls, i.e. Email Security system, Malware Security system, and Web Security system while tuning these systems for optimal effectiveness.
- ♦ Evaluate current security controls for effectiveness and possible replacement.
- ♦ Evaluate a security information and event management (SIEM) solution.
- ♦ Continue to promote continuous learning and Information Privacy & Security certification for staff.
- ♦ Finalize WAN upgrades to 10 Regional sites.
- ♦ Initiate WAN upgrades to 10 Regional sites.
- ♦ Access Netwrix auditing solution for configuration and reporting improvements.
- ♦ Maintain secure file transfer solution.
- ♦ Continue to scan Information Security horizon for changes and developments.
- ♦ Assess Internet reverse proxy systems for future use with the Regional networks.
- ♦ Implement PC hardware and software compliance reporting system.
- ♦ Determine security controls required to protect Critical Infrastructure networks.
- ♦ Continue scanning all external websites for vulnerabilities.
- ♦ Upgrade web security gateways.
- ♦ Complete network refresh in all sites.
- ♦ Continue Sunderland paramedic station VoIP network planning.
- ♦ Continue to implement cloud security controls.



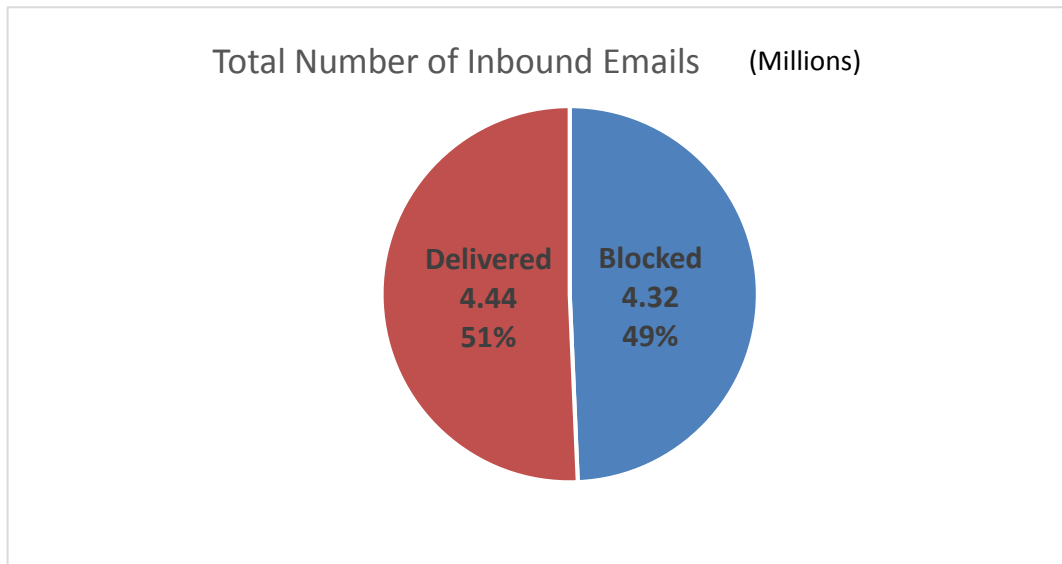
**2018 Program Detail**

**Corporate Services -  
Information Technology**

**Description of Program Resources:**

- ♦ 2018 Full Time Staff = 10                      Position Transfer: 1 Supervisor from Application Services
- 2017 Full Time Staff = 9

**Performance Measurements:**



- ♦ Monitored 572 GB of internet traffic daily (over 209TB on an annual basis)
- ♦ Blocked an average of 750K high risk and malicious websites per month
- ♦ Remote Access usage of 2200 connections per month
- ♦ Secure File Transfer usage of 289 GB annually
- ♦ Number of inbound emails: 8.76M, outbound emails: 1.87M annually

**PROGRAM 7  
SECURITY**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	927	1,029	1,054	126	1,180
Personnel Related	21	19	19	-	19
Communications	1	-	-	-	-
Supplies	2	4	4	-	4
<b>Operating Expenses Subtotal</b>	<b>951</b>	<b>1,052</b>	<b>1,077</b>	<b>126</b>	<b>1,203</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(308)	(308)	(308)	-	(308)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(308)</b>	<b>(308)</b>	<b>(308)</b>	<b>-</b>	<b>(308)</b>
<b>Gross Operating Expenses</b>	<b>643</b>	<b>744</b>	<b>769</b>	<b>126</b>	<b>895</b>
<b>Tangible Capital Assets</b>					
Replacement	19	19	10	-	10
<b>Total Tangible Capital Assets</b>	<b>19</b>	<b>19</b>	<b>10</b>	<b>-</b>	<b>10</b>
<b>Net Program Expenses</b>	<b>662</b>	<b>763</b>	<b>779</b>	<b>126</b>	<b>905</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	905
Less: Tangible Capital Assets	(10)
Net Operating Program Expenses Per Program Summary	<u>895</u>



**2018 Program Detail**

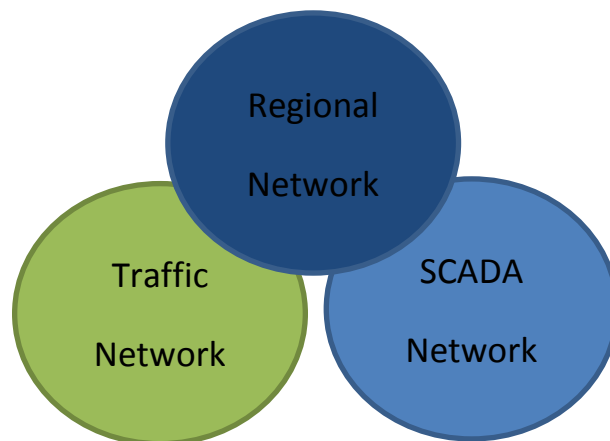
**Corporate Services -  
Information Technology**

**Purpose:**

- ◆ Operate and maintain the Regional Local and Wide Area Networks across over 70 Regional sites. Operate and maintain the Regional Network Security and Remote Access equipment. Monitor and maintain Regional Internet Access.

**Description of Program Activities:**

- ◆ Administer telecommunication charges for wide area network and internet connection.
- ◆ Maintenance of program support systems, software and hardware, including Cisco Prime, Cisco Data Centre Network Manager, Paessler Router Traffic Grapher, and LAN/WAN equipment maintenance.
- ◆ Maintenance of a distributed denial-of-service (DDoS) prevention service to protect the Region's Internet and Regional websites in the event of a DDoS attack.
- ◆ Provisioning of wired and wireless networking equipment used to interconnect Regional Information Technology resources across over 70 Regional sites, and the Internet; including site assessments, network design, equipment procurement, equipment installation and maintenance.
- ◆ Administration and maintenance of Regional network security equipment, including firewalls, intrusion prevention systems, and the Regional Virtual Private Network (VPN).
- ◆ Administration and maintenance of public Wi-Fi networks, internet connections, and content filtering for unexpected/inappropriate/malicious websites.
- ◆ Network monitoring and analysis to ensure optimal usage of bandwidth/communication services at all Regional sites and to ensure system availability is maintained.
- ◆ Network address management including network address assignments, Domain Name (URL) administration, and external Domain Name Services Administration.
- ◆ Manage remote connectivity services with Regional business partners, including access to cloud services and remote connectivity with the Province of Ontario, Durham Regional Police Service, and other external vendors.
- ◆ Per the diagram below manage interconnections and secure access points between Regional administrative network, Traffic Systems Network and the SCADA plants network. Provide support, assistance and administration to all areas of the network.





## PROGRAM 8 WIDE AREA NETWORK (WAN)



### 2018 Program Detail

### Corporate Services - Information Technology

#### 2018 Action Plan:

- ◆ Work with our network provider on the upgrades/enhancements of the Regional WAN.
- ◆ Upgrade/implement wireless systems at Regional sites where network improvements are completed. This will allow Regional staff to work seamlessly in any location without having to directly connect to a network port.
- ◆ Review the Regional Internet access for opportunities to reduce complexity and increase security.
- ◆ Replace and upgrade various network security access components to ensure the Region's vital communication network is secure.
- ◆ Implement additional internet sources for satellite offices for redundancy and access to cloud systems.
- ◆ Continue to improve network monitoring systems, identifying issues in advance of impact to Regional business.
- ◆ Expand the availability of public Wi-Fi to additional Regional sites.

#### Performance Measurements:

- ◆ Manage 41 Core, Distribution and Data Centre networking components
- ◆ Manage 227 network switches to connect computers, printers, phones etc.
- ◆ Manage 595 wireless access points and 8 wireless controllers covering 40 Regional sites
- ◆ Data Centre usage: 907 GB of traffic daily (over 331TB on an annual basis)
- ◆ Public Wi-Fi usage: 1452 unique clients, 798GB of traffic per month

**PROGRAM 8  
WIDE AREA NETWORK (WAN)**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Supplies	12	15	15	-	15
Computer Maintenance & Operations	1,320	1,319	1,319	335	1,654
<b>Gross Operating Expenses</b>	<b>1,332</b>	<b>1,334</b>	<b>1,334</b>	<b>335</b>	<b>1,669</b>
<b>Tangible Capital Assets</b>					
Replacement	466	466	160	-	160
<b>Total Tangible Capital Assets</b>	<b>466</b>	<b>466</b>	<b>160</b>	<b>-</b>	<b>160</b>
<b>Net Program Expenses</b>	<b>1,798</b>	<b>1,800</b>	<b>1,494</b>	<b>335</b>	<b>1,829</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,829
Less: Tangible Capital Assets	(160)
Net Operating Program Expenses Per Program Summary	<u>1,669</u>

# PROGRAM 9 DATA AND INFRASTRUCTURE PROTECTION



## 2018 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ◆ This program focuses on managing and protecting the Region's data and infrastructure against unauthorized access and loss. Tools and systems purchased under this program will tighten security and provide protection from data loss.

### Description of Program Activities:

- ◆ Maintenance of software and services that support this program (McAfee, Oracle, Veritas, M+Archive, VMWare, Recall etc.).

### 2018 Action Plan:

- ◆ Migration of key Regional infrastructure to virtual environment. This will reduce maintenance costs and complexity of the Region's environment.
- ◆ Expand server virtualization environment to include production servers.
- ◆ Continued and ongoing replacement of servers through a managed replacement program.
- ◆ Investigate alternatives for cloud backup and continue to reduce the overall volume of data being backed up through the administration of de-duplication technology.
- ◆ Ensure electronic data conforms to the Regional Records Management data retention policies for storage, disposal, and security.

**PROGRAM 9  
DATA AND INFRASTRUCTURE PROTECTION**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Supplies	15	20	20	-	20
Computer Maintenance & Operations	453	390	390	-	390
Professional Services	29	51	51	-	51
<b>Net Program Expenses</b>	<b>497</b>	<b>461</b>	<b>461</b>	<b>-</b>	<b>461</b>



## **2018 Program Detail**

## **Corporate Services - Information Technology**

### **Purpose:**

- ◆ General maintenance program for the operations and support of Regional information technology systems.

### **Description of Program Activities:**

- ◆ Purchase of additional standard desktop licenses (Microsoft, Adobe, etc.) as required.
- ◆ Continue to look for ways to reduce the number of servers in the new data centre at Regional Headquarters. Consolidating these servers will improve efficiencies and service levels to the departments that depend on the applications.
- ◆ Microsoft Office Software Assurance (maintenance) for over 3,600 MS Office licenses across the Region. This protection allows the Region to upgrade and standardize all current licenses to any version available, and maintain the right to licenses of the current version at the expiry of the program. This would allow an upgrade at some future time. The Durham Regional Police Service has signed onto the Corporate Enterprise Agreement and CS-IT is looking to expand to the Area Municipalities.
- ◆ Manage an expanded remote access program to allow mobile workers to stay in touch with the office. The program consists of Virtual Private Networks (VPN), investigation of thin client technology, and internet access to e-mail for all Regional staff that require access.
- ◆ Software maintenance and licenses for ZyLabs - Zylmage, Oracle Database and monitoring tools, Oracle Web Tools, Oracle GRID/Real Application control, Esri-GIS, Microsoft Exchange, Microsoft Sequel, Adobe, Telus Data, Veritas, VMWare, Rogers Cable, Microsoft SharePoint, McAfee Total Endpoint Protection Security Software (encryption & anti-virus), McAfee Email Security Software, McAfee Web Security Gateway, McAfee Secure Vulnerability Scanning, Lagan - CRM, and CISCO wired, wireless, and security management systems.
- ◆ Implementation of management tools for tracking, installing and maintaining software and versions. This will ensure the Region is able to manage the number of licenses required of the various standard desktop products.

**PROGRAM 10  
CORPORATE IT SUPPORT COSTS**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Computer Maintenance & Operations	2,499	2,499	2,324	380	2,704
Professional Services	250	250	125	-	125
Major Repairs & Renovations	7	10	10	-	10
<b>Operating Expenses Subtotal</b>	<b>2,756</b>	<b>2,759</b>	<b>2,459</b>	<b>380</b>	<b>2,839</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(308)	(308)	(308)	-	(308)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(308)</b>	<b>(308)</b>	<b>(308)</b>	<b>-</b>	<b>(308)</b>
<b>Gross Operating Expenses</b>	<b>2,448</b>	<b>2,451</b>	<b>2,151</b>	<b>380</b>	<b>2,531</b>
<b>Tangible Capital Assets</b>					
Replacement	337	337	645	-	645
<b>Total Tangible Capital Assets</b>	<b>337</b>	<b>337</b>	<b>645</b>	<b>-</b>	<b>645</b>
<b>Net Program Expenses</b>	<b>2,785</b>	<b>2,788</b>	<b>2,796</b>	<b>380</b>	<b>3,176</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	3,176
Less: Tangible Capital Assets	(645)
Net Operating Program Expenses Per Program Summary	<u>2,531</u>

**PROGRAM 11  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated</b>	<b>Approved</b>	<b>Base</b>	<b>Program</b>	<b>Proposed</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 11  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>338</b>	<b>338</b>	<b>311</b>	<b>34</b>	<b>345</b>



**PROGRAM 12**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1 Power Laptop Computers	2	2,500	5,000
2 Desktop Computer	1	700	700
3 Furniture	1	2,000	2,000
4 Desktop Accessories	1	1,000	1,000
		<b>Subtotal</b>	<b>8,700</b>
<b><u>Application Services - Program 2</u></b>			
5 Power Laptop Computers	5	2,500	12,500
6 Desktop Accessories	1	1,000	1,000
		<b>Subtotal</b>	<b>13,500</b>
<b><u>Geographic Information Services - Program 3</u></b>			
7 Power Laptop Computer	1	2,500	2,500
8 Desktop Accessories	1	1,000	1,000
9 Desktop Computers	2	700	1,400
		<b>Subtotal</b>	<b>4,900</b>
<b><u>Project Services - Program 4</u></b>			
10 Power Laptop Computer	1	2,500	2,500
11 Desktop Accessories	1	1,000	1,000
		<b>Subtotal</b>	<b>3,500</b>
<b><u>Technical Services - Program 5</u></b>			
12 Power Laptop Computers	5	2,500	12,500
13 Desktop Computers	3	700	2,100
14 Desktop Accessories	1	1,000	1,000
		<b>Subtotal</b>	<b>15,600</b>
<b><u>Service Delivery - Program 6</u></b>			
15 Power Laptop Computers	8	2,500	20,000
16 Laptop Computers - Support	14	1,500	21,000
17 Desktop Computers	10	700	7,000
18 Desktop Accessories	1	1,000	1,000
		<b>Subtotal</b>	<b>49,000</b>
<b><u>Security - Program 7</u></b>			
19 Power Laptop Computers	3	2,500	7,500
20 Desktop Computers	2	700	1,400
21 Desktop Accessories	1	1,000	1,000
		<b>Subtotal</b>	<b>9,900</b>
<b><u>Wide Area Network - Program 8</u></b>			
22 Wireless Upgrades	1	160,000	160,000
		<b>Subtotal</b>	<b>160,000</b>

**PROGRAM 12**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Corporate Services -  
Information Technology**

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

<u>Corporate IT Support - Program 10</u>		\$	\$
23 Data Centre Equip/Server/Disk	1	127,000	127,000
24 Networking Equipment	1	150,000	150,000
25 Audio Visual / Communication	1	187,500	187,500
26 Upgrade/Implement Data Circuits	1	180,000	180,000
		<b>Subtotal</b>	644,500
			<b>909,600</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>CORPORATE SERVICES</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

**LEGISLATIVE SERVICES**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>852</b>
<b>PROGRAM SUMMARY .....</b>	<b>855</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>856</b>
 <b>PROGRAM DETAILS</b>	
1. Council Services .....	857
2. Records and Information Management.....	861
3. Public Counter .....	866
4. Corporate Call Centre .....	869
5. Corporate Privacy Office .....	871
6. Headquarters Shared Cost .....	873
7. Tangible Capital Assets - New .....	875
8. Tangible Capital Assets - Replacement .....	876



2018 Business Plan

Corporate Services-  
Legislative Services

Major Services & Activities

Council  
Services

**Legislative Compliance**

- ◆ Provide statutory and legislated services to Council, the public and other internal and external customers.
- ◆ Manage legislative process and meet requirements in accordance with the Municipal Act, the Municipal Elections Act, the Planning Act, and corporate policy and procedures.

**Council and Committee Support**

- ◆ Provide secretariat support to Regional Council, Committee of the Whole, nine (9) Advisory Committees including the 9-1-1 Management Board, and to Durham Region Transit Commission and its two (2) Committees.
- ◆ Prepare, distribute and publish accessible agendas for Regional Council, Committee of the Whole, Advisory Committees and Durham Transit Commission and Transit Executive Committee, in accordance with corporate standards to provide consistency, openness and transparency.

**Accountability and Transparency**

- ◆ Receive, record and make every effort to resolve complaints about services provided by the Region, using established complaint procedures.

**Municipal Elections**

- ◆ Conduct the election for the Office of Regional Chair in accordance with the Municipal Elections Act, the Municipal Act, and the Education Act while meeting all legislative deadlines.

**Event Coordination**

- ◆ Coordinate official corporate functions and special events
- ◆ Provide protocol advice.

**Administrative Functions**

- ◆ Receive and process all incoming correspondence addressed to the Region, including delegation requests.
- ◆ Receive tenders, Requests for Proposals and Requests for Quotations, attend openings and record results.
- ◆ Execute legal documents, provide certified copies of documents, accept service of legal documents served on the Corporation.



**2018 Business Plan**

**Corporate Services-  
Legislative Services**

**Major Services & Activities (Continued)**

**Records and Information Management**

- ◆ Keep the official records of the Corporation, as delegated by the Regional Clerk.
- ◆ Manage the Records and Information Management (RIM) Program of the Corporation, ensuring that official records are managed from creation to final disposition.
- ◆ Maintain the Region's Records Retention By-law and Corporate Classification Scheme (CCS).
- ◆ Promote and provide information management best practices throughout the Region.
- ◆ Develop the Archives program of the Corporation, ensuring the identification, preservation, and accessibility of the permanent, historically significant Regional records.
- ◆ Provide privacy support to the Regional Clerk in administering the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Personal Health Information Protection Act (PHIPA) and processing requests for information, complaints and appeals under MFIPPA and PHIPA.

**Public Counter**

- ◆ Provide general information to the public on Regional programs or direct them to the appropriate department, municipality, other levels of government or agency for service.
- ◆ Prepare and publish the Durham Municipal Directory.
- ◆ Prepare and publish the on-line Regional Meeting Calendar.
- ◆ Manage and maintain the telephone contact information in the on-line employee telephone directory.
- ◆ Manage the common meeting rooms and display area bookings.

**Corporate Call Centre**

- ◆ Provide first-tier, live-answer response for the Region's main telephone number and provide information on Regional programs or transfer to the appropriate department, municipality, other levels of government or agency for service.

**Corporate Privacy Office**

- ◆ Develop, implement and maintain a comprehensive privacy management program that will include a privacy and accountability framework to assist the Corporation in its obligation to promote and support compliance with privacy legislation and assist in fostering a culture of privacy awareness.



**2018 Business Plan**

**Corporate Services-  
Legislative Services**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

<b>Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.</b>	
<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop and implement a Regional Customer Service Strategy.</li> <li>◆ Develop an internal Customer Service Strategy.</li> </ul>	

<b>Strategic Goal D.4 - Promote a culture of openness and encourage public engagement in governance and decision making.</b>	
<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop a Regional Information Management Strategy addressing issues including storage, management and privacy.</li> <li>◆ Improve the openness and transparency of the governance process and decisions of the corporation (e.g., E-agenda, web streaming, public complaint process, Regional Ombudsman &amp; Integrity Commissioner, closed meeting protocol, Council and staff codes of conduct).</li> </ul>	

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY



### 2018 Business Plan

### Corporate Services - Legislative Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Council Services	1,322	1,515	1,560	-	1,560
2 Records and Information Management	761	914	935	-	935
3 Public Counter*	-	-	-	-	-
4 Corporate Call Centre*	-	-	-	-	-
5 Corporate Privacy Office	-	-	-	195	195
6 Headquarters Shared Cost	107	107	99	10	109
<b>Operating Subtotal</b>	<b>2,190</b>	<b>2,536</b>	<b>2,594</b>	<b>205</b>	<b>2,799</b>
<b>Tangible Capital Assets*:</b>					
7 New	-	-	-	60	60
8 Replacement	13	13	29	-	29
<b>Tangible Capital Assets Subtotal</b>	<b>13</b>	<b>13</b>	<b>29</b>	<b>60</b>	<b>89</b>
<b>Net Program Expenses</b>	<b>2,203</b>	<b>2,549</b>	<b>2,623</b>	<b>265</b>	<b>2,888</b>

### Summary of Increase (Decrease)

\$74
2.90%
\$339
13.30%

\* Tangible Capital Assets Included in Program Detail Page

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	64	Economic increases
Salaries & Benefits	68	Annualization - 1 position
Salaries & Benefits	16	Job reclassification
Operating Expenses	(8)	Headquarters shared cost
Tangible Capital Assets - New	(7)	Remove one-time items
Tangible Capital Assets - Replacement	4	Increased requirement
Recoveries For Public Counter & Corporate Call Centre	(62)	Economic increases and position annualization
Recovery From Transit	(1)	Economic increases
	<b>74</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Corporate Services - Legislative Services

(\$,000's)

#### Corporate Call Centre

- |  |       |
|--|-------|
| ♦ One-time increase in Professional Services to hire a consultant in relation to the Corporate Customer Service Strategy and assist the organization in conducting an extensive review of the various customer service models. | 100   |
| ♦ Related increase in the recovery from Departments in Regional Headquarters based on their share of the Corporate Call Centre.  | (100) |
|  | -     |

#### Corporate Privacy Office

- |  |     |
|--|-----|
| ♦ New Position: 1 Manager, Privacy, effective July 1, 2018, to support the Regional Clerk/Director of Legislative Services in the development, implementation and oversight of a privacy management program. (Annualized cost is \$138k) | 69  |
| ♦ New Positions: 2 Officers, Privacy, effective July 1, 2018, to support the Manager in the development and ongoing review of the privacy management program. (Annualized cost is \$252k)  | 126 |
|  | 195 |

#### Headquarters Shared Cost

- |   |    |
|---|----|
| ♦ Legislative Services' share of costs related to the operation and maintenance of Regional Headquarters. | 10 |
|   | 10 |

#### Tangible Capital Assets

- |  |    |
|--|----|
| ♦ Refer to TCA New Schedule for further details. | 60 |
|  | 60 |

<b>Total Program Changes</b>	<b>265</b>
------------------------------	------------





## 2018 Program Detail

## Corporate Services - Legislative Services

### Purpose:

#### **Legislative Compliance**

- ◆ Provide statutory and legislated services to Council, the public and other internal and external customers.
- ◆ Manage legislative process and meet requirements in accordance with the Municipal Act, the Municipal Elections Act, the Planning Act, and corporate policy and procedures.

#### **Council and Committee Support**

- ◆ Provide secretariat support to Regional Council, Committee of the Whole, nine (9) Advisory Committees including the 9-1-1 Management Board, and to Durham Region Transit Commission and its two (2) Committees.
- ◆ Prepare, distribute and publish accessible agendas for Regional Council, Committee of the Whole, Advisory Committees and Durham Transit Commission and Transit Executive Committee in accordance with corporate standards to provide consistency, openness and transparency.

#### **Accountability and Transparency**

- ◆ Receive, record and make every effort to resolve complaints about services provided by the Region, using established complaint procedures.
- ◆ Act as Ombudsman Liaison for the Region in order to appropriately respond to inquires from the Ontario Ombudsman's Office in a timely and effective manner, or direct the inquiry to the appropriate department for a response.
- ◆ Administer Regional Closed Meeting Protocol.

#### **Municipal Elections**

- ◆ Conduct the election for the office of Regional Chair in accordance with the Municipal Elections Act, 1996, the Municipal Act, and the Education Act.
- ◆ Meet all legislative deadlines.
- ◆ Provide impartial administration of Municipal Elections.

#### **Development Charges Complaint Committee and Regional Official Plan Amendments**

- ◆ Receive complaints regarding the imposition of a development charge under the Region's Development Charges By-law, arrange hearings and prepare hearing reports.
- ◆ Provide notification of Regional Official Plan and Regional Development Charges By-law amendments and prepare and submit appeal packages to the Ontario Municipal Board (OMB) pursuant to legislation.

#### **Event Coordination**

- ◆ Coordinate official corporate functions and special events including the annual Regional banquet to honour retired and long-term service employees.
- ◆ Provide protocol advice.

#### **Administrative Functions**

- ◆ Prepare and maintain the Council Policy Manual and the Transit Policy Manual.
- ◆ Receive and process the Region's Info mail, insurance claim letters and letters addressed to the Region, including delegation requests.
- ◆ Receive tenders, Requests for Proposals (RFP) and Requests for Qualification (RFQ), attend openings and record results.
- ◆ Execute the Corporation's legal documents together with the Regional Chair.
- ◆ Provide certified copies of Regional By-laws, resolutions and other documents.



## **2018 Program Detail**

## **Corporate Services - Legislative Services**

### **Purpose (Continued):**

#### **Administrative Functions (Continued)**

- ◆ Accept service of legal documents served on the Corporation.
- ◆ Prepare and publish office consolidations of various by-laws and the Regional Official Plan.
- ◆ Co-ordinate Council appointments to committees.

### **Description of Program Activities:**

#### **2017 Accomplishments:**

- ◆ Managed and attended 195 Committee of the Whole, Council and Advisory Committee meetings.
- ◆ Demonstrated accountability and transparency by ensuring compliance with corporate policies such as the Corporate and Departmental complaint procedure/policy and the Closed Meeting Protocol.
- ◆ Commenced planning for election of the Regional Chair in 2018. Undertook a review of existing policies and procedures to ensure compliance with current legislation, including Bill 68.
- ◆ Completed an in-depth analysis of the impacts of Bill 68: The Modernizing Ontario's Municipal Legislation Act, 2017. Prepared various reports to Council related to Bill 68 including reports regarding the Municipal Conflict of Interest Act and Council Code of Conduct.
- ◆ Administered the pilot Committee of the Whole structure project and provided secretariat support to Committee of the Whole, including the preparation of Committee of the Whole agendas.
- ◆ Participated in development of re-designed Regional website including updating web content for Legislative Services.
- ◆ Continued input on accessible agendas, minutes, reports and by-law templates for use corporate wide.
- ◆ Completed and published Regional by-law consolidations, and the Regional Official Plan consolidation.
- ◆ Attended various internal and external training courses and workshops.

#### **2018 Activities:**

- ◆ Continued review and refinement of processes as new technologies and processes are introduced.
- ◆ Prepare for conducting election for the office of the Regional Chair.
- ◆ Continued review and update of departmental policies and procedures in response to Bill 68 legislation.
- ◆ Continue to develop an e-agenda solution for implementation in 2018.
- ◆ Continue to administer the Regional Closed Meeting Protocol.
- ◆ Continue to administer the Corporate and Departmental complaint procedure/policy.
- ◆ Update policy and procedures manual for Council Services.

### **Description of Program Resources:**

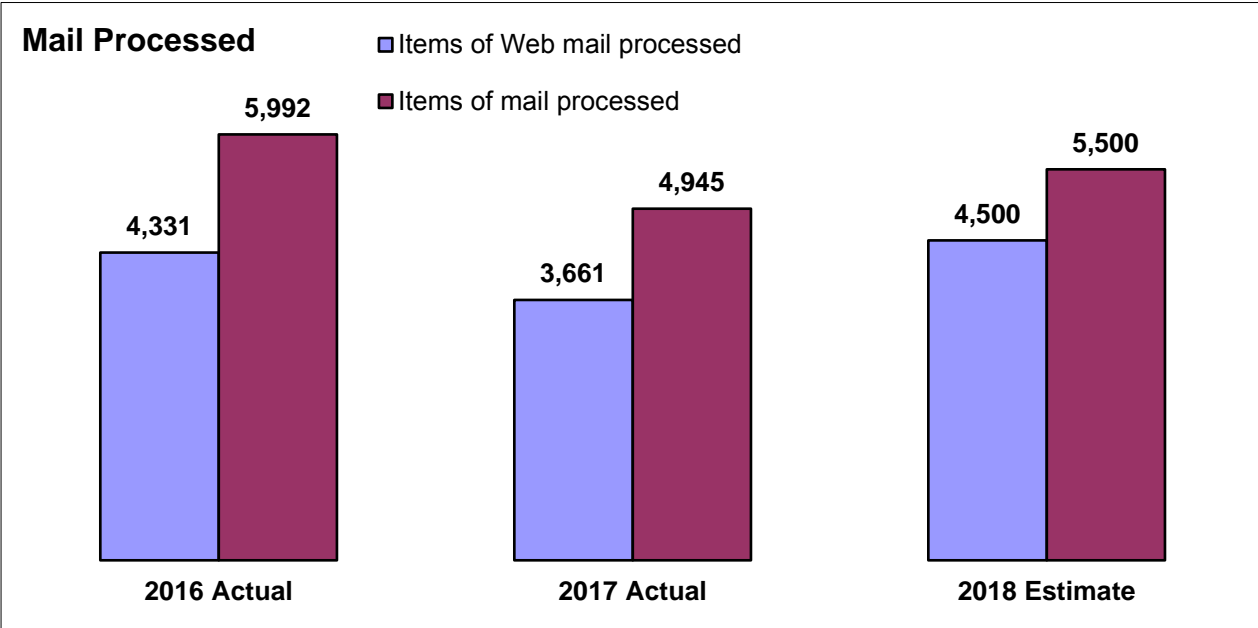
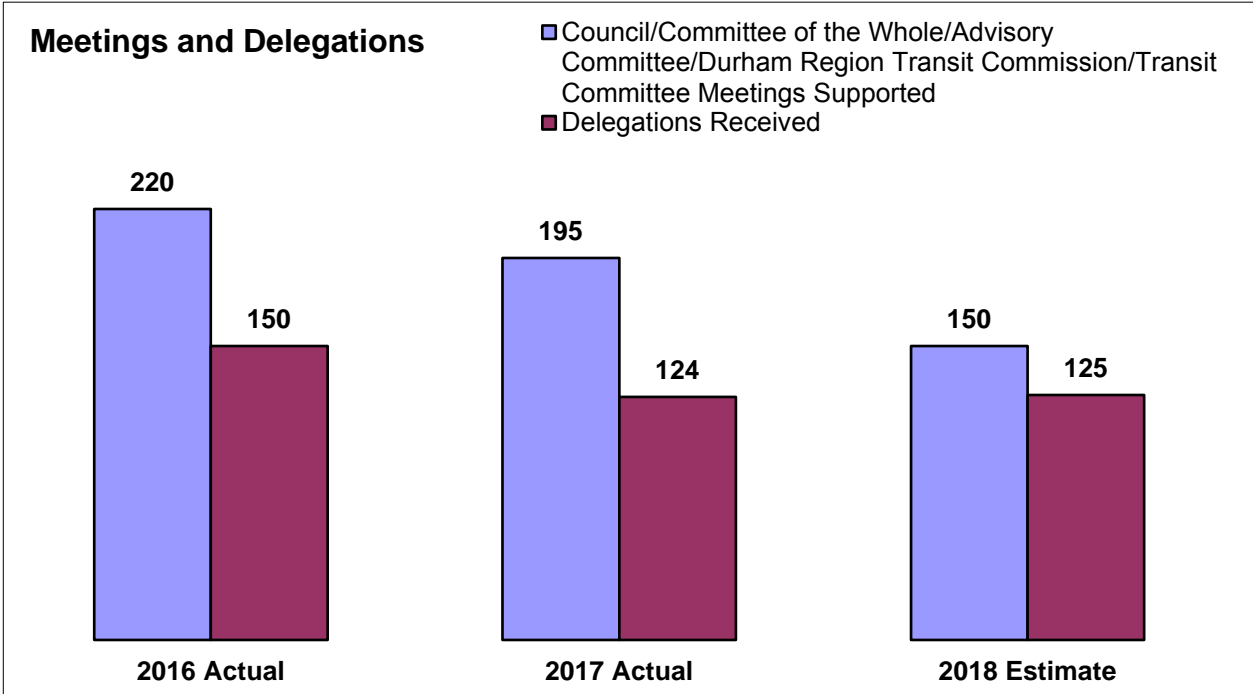
- ◆ 2018 Full Time Staff = 13.1  
2017 Full Time Staff = 13.1



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

**Performance Measurements:**



**Events Coordinated:**

2016 Actual - 33

2017 Actual - 39

2018 Estimate - 45

**PROGRAM 1  
COUNCIL SERVICES**



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,271	1,353	1,399	-	1,399
Personnel Related	14	39	39	-	39
Communications	64	76	76	-	76
Supplies	17	16	16	-	16
Computer Maintenance & Operations	-	54	54	-	54
Materials & Services	5	9	9	-	9
Equipment Maintenance & Repairs	3	9	9	-	9
Professional Services	-	9	9	-	9
Minor Assets & Equipment	-	1	1	-	1
<b>Gross Operating Expenses</b>	<b>1,374</b>	<b>1,566</b>	<b>1,612</b>	<b>-</b>	<b>1,612</b>
<b>Tangible Capital Assets</b>					
Replacement	3	3	21	-	21
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>21</b>	<b>-</b>	<b>21</b>
<b>Total Expenses</b>	<b>1,377</b>	<b>1,569</b>	<b>1,633</b>	<b>-</b>	<b>1,633</b>
<b>Revenues</b>					
Sale of Publications	(7)	(6)	(6)	-	(6)
Recovery from Transit	(45)	(45)	(46)	-	(46)
<b>Total Revenues</b>	<b>(52)</b>	<b>(51)</b>	<b>(52)</b>	<b>-</b>	<b>(52)</b>
<b>Net Program Expenses</b>	<b>1,325</b>	<b>1,518</b>	<b>1,581</b>	<b>-</b>	<b>1,581</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	1,581
Less: Tangible Capital Assets	(21)
Net Operating Program Expenses Per Program Summary	<u>1,560</u>

## PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



### 2018 Program Detail

### Corporate Services - Legislative Services

#### Purpose:

- ◆ Lead and manage the Records and Information Management (RIM) Program of the Corporation, ensuring that official records are managed from creation to final disposition.
- ◆ Maintain the Region's Records Retention By-law and Corporate Classification Scheme (CCS) in accordance with Sections 254 and 255 of the Municipal Act and submit changes to Regional Council for approval.
- ◆ Promote and educate staff on records and information management best practices throughout the Region.
- ◆ Manage the on-site inactive storage facility, Records Retention Center (RRC) by coordinating the transfer of inactive records to the RRC or the Region's offsite records storage facility.
- ◆ Manage the archival information of the Corporation, ensuring the identification, preservation and accessibility of permanent, historically significant Regional records.
- ◆ Lead and manage access and privacy support to the Regional Clerk in administering the Municipal Freedom of Information & Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA).

#### Description of Program Activities:

##### 2017 Accomplishments

- ◆ Identified and assisted departments in managing Regional records from creation to final disposition according to the Corporate Classification Scheme (CCS), which forms part of the Records Retention By-law.
- ◆ Promoted and trained staff on upgraded version of Versatile Enterprise records management file tracking software system, Zylmage, MFIPPA and PHIPA and RIM Awareness on information management best practices throughout the Region that comply with the Records Retention By-Law.
- ◆ Managed ongoing departmental projects; developed information management systems that included procedural analysis (workflow) to identify key business functions and activities, information sharing opportunities, provide process improvements; customized RIM policies and procedures, consistent naming conventions on shared drives, and implemented Versatile records management software.
- ◆ Processed requests for information, complaints and appeals under the MFIPPA/PHIPA and advised departments on compliance with the Act in conjunction with the Legal Department.
- ◆ Managed an on-site inactive storage facility Records Retention Center (RRC) by coordinating the transfer of inactive records to the RRC or the Region's offsite records storage facility.
- ◆ Managed the annual destruction of Regional records according to the Region's Records Retention By-law.
- ◆ Updated the Regional Archives display in the Upper Galleria throughout the year.
- ◆ Developed RIM Newsletter (The Information Exchange).
- ◆ Assisted Regional Clerk with the development of a business case for the Corporate Privacy Office.
- ◆ Developed Scope of Work for Enterprise Information Management Strategy.
- ◆ Managed an increase of 25per cent in personal and general MFIPPA requests.

##### 2018 Activities

- ◆ Assist with ongoing development of Corporate Privacy office.
- ◆ Revise RIM User Manual.
- ◆ Lead in the development of an Enterprise Information Management Strategy.

# PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



## 2018 Program Detail

## Corporate Services - Legislative Services

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 9
- 2017 Full Time Staff = 9

### Performance Measurements:

#### Inactive Records Services

##### Effectiveness

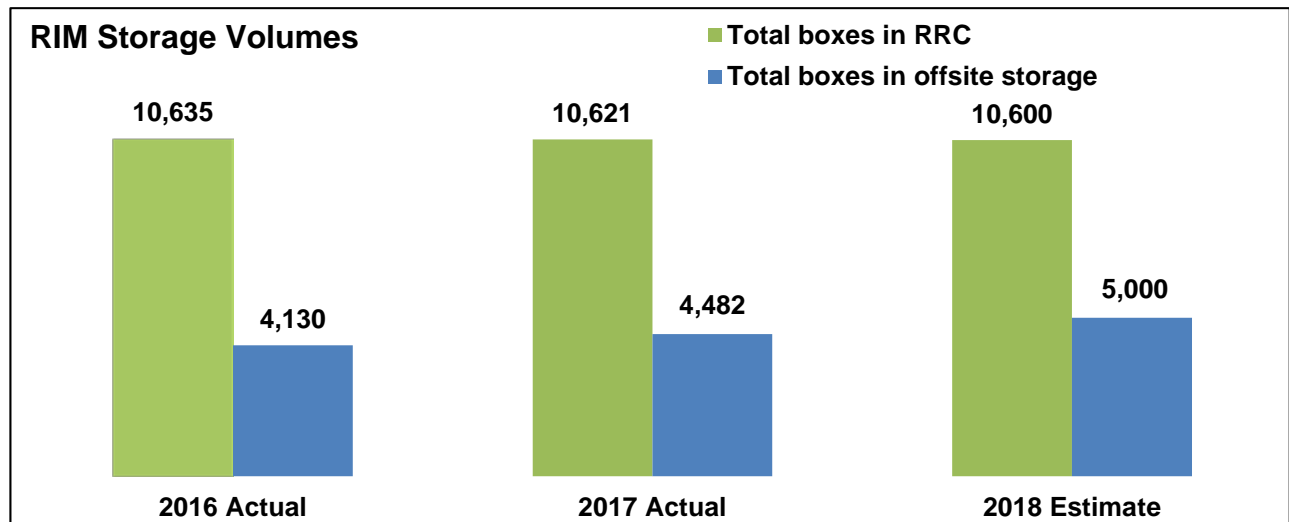
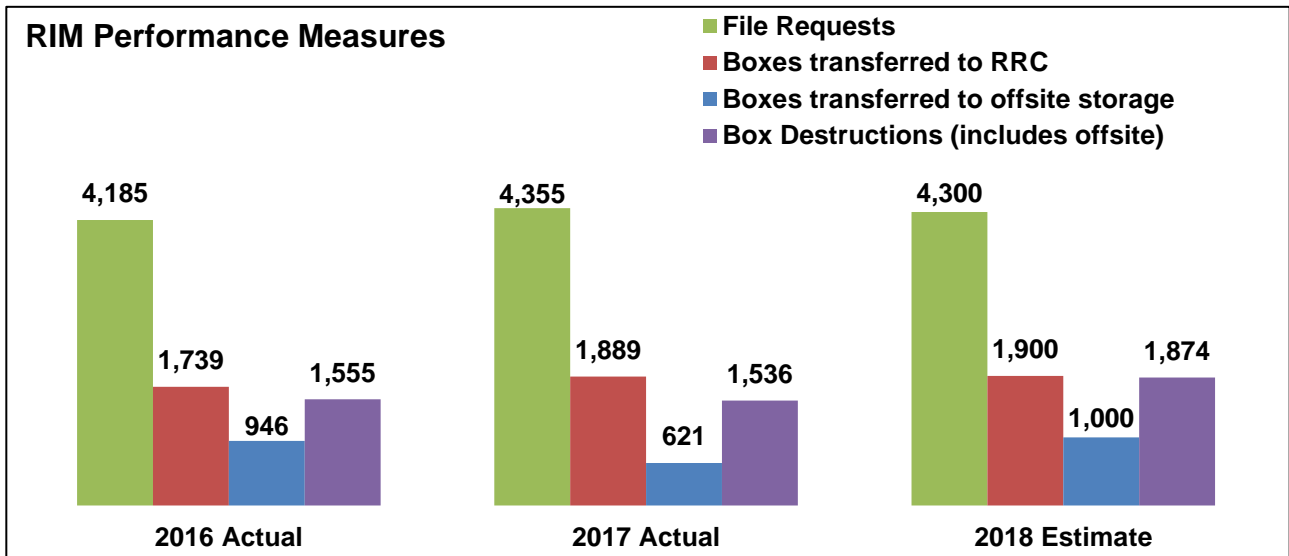
Continuing high number of retrievals shows the existence of an active records centre.

##### Efficiency

Response timelines remain consistent as established service levels are consistently met.

##### Community

Archival inventory projects will improve availability for citizen engagement.





**2018 Program Detail**

**Corporate Services -  
Legislative Services**

**Performance Measurements (Continued):**

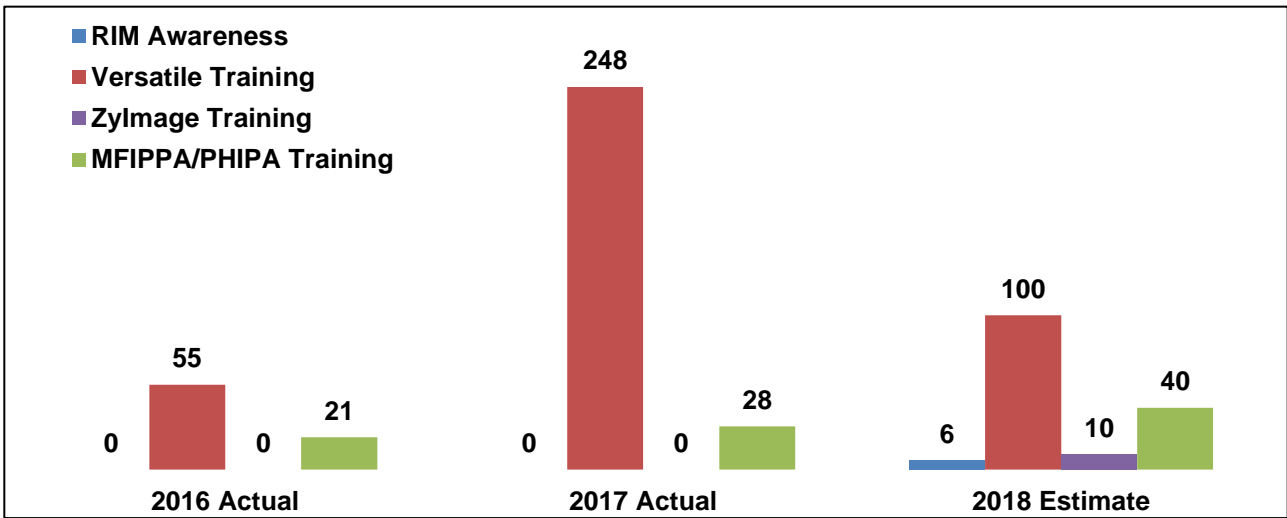
**RIM Training**

**Effectiveness**

Training sessions attended by various departments

**Efficiency**

Training is primarily done with implementation of projects and on an as needed basis.



**FOI Requests**

**Effectiveness**

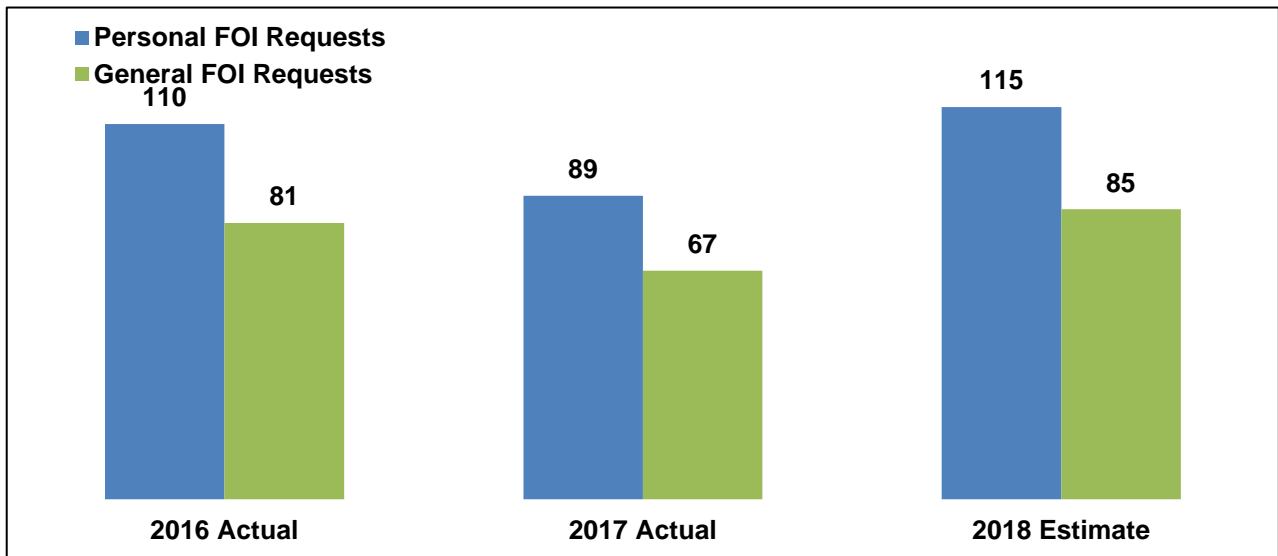
Compliance with MFIPPA & PHIPA well supported. Routine disclosure made through the normal course of business minimizes the number of requests.

**Efficiency**

90 per cent of requests completed within 30 days.

**Community**

Continued to meet the Public's expectation to have 'open and accessible' records.



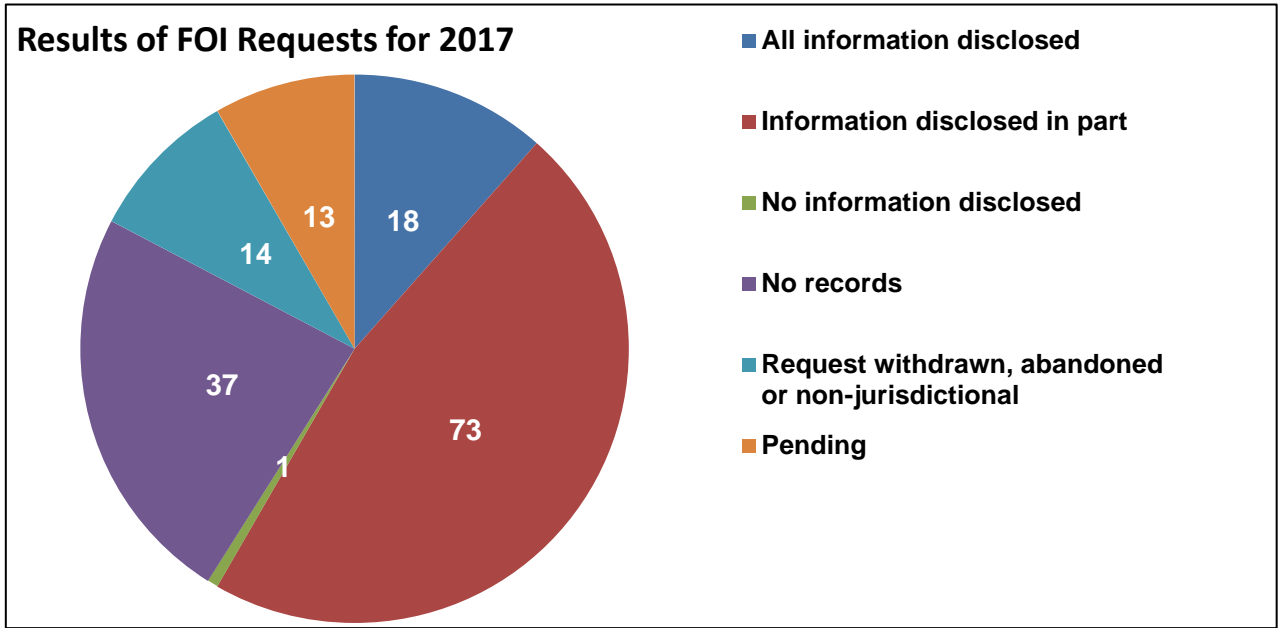
PROGRAM 2  
RECORDS AND INFORMATION MANAGEMENT



2018 Program Detail

Corporate Services -  
Legislative Services

Performance Measurements (Continued):





**PROGRAM 2  
RECORDS AND INFORMATION MANAGEMENT**



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	712	816	837	-	837
Personnel Related	9	21	21	-	21
Communications	7	9	9	-	9
Supplies	5	7	7	-	7
Computer Maintenance & Operations	13	13	13	-	13
Materials & Services	15	45	45	-	45
Equipment Maintenance & Repairs	-	3	3	-	3
<b>Gross Operating Expenses</b>	<b>761</b>	<b>914</b>	<b>935</b>	<b>-</b>	<b>935</b>
<b>Tangible Capital Assets</b>					
Replacement	10	10	8	-	8
<b>Total Tangible Capital Assets</b>	<b>10</b>	<b>10</b>	<b>8</b>	<b>-</b>	<b>8</b>
<b>Net Program Expenses</b>	<b>771</b>	<b>924</b>	<b>943</b>	<b>-</b>	<b>943</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	943
Less: Tangible Capital Assets	(8)
Net Operating Program Expenses Per Program Summary	<u>935</u>



## **2018 Program Detail**

## **Corporate Services - Legislative Services**

### **Purpose:**

- ◆ The Public Counter staff provide first tier customer service by managing internal and external inquiries through multiple channels (in-person, phone, email, etc.). The Public Front Counter is the first point of contact within the corporation for public and staff inquiries. Staff manage all matters relating to common meeting rooms on the main floor and lower level at Regional Headquarters, and prepare a variety of correspondence such as the Durham Region Directory, Bell Telephone Directories and on-line Employee Directory. Staff also administer the 911 notification phone in order to assist First Responders during medical emergencies.

### **Description of Program Activities:**

#### **2017 Accomplishments:**

- ◆ Assisted the public by providing general information on Regional programs or directing them to the appropriate department, municipality, other levels of government or agency for service.
- ◆ Enhanced the promotion of customer service at the Region of Durham by improving on Customer Service Week initiatives.
- ◆ Improved the processes and procedures around the use of the Outlook Room Booking Program for the common meeting rooms and displays.
- ◆ Completed Councillors' meeting attendance records and mileage expense claim forms.
- ◆ Managed and maintained the telephone contact information in the on-line Regional Employee Phone Directory.
- ◆ Prepared and published the 2017/2018 Durham Municipal Directory with an option to receive in accessible format.

#### **2018 Activities:**

- ◆ Work in coordination with other departments to enhance the way in which customer service contact areas provide information to members of the public.
- ◆ Update the Municipal Directory to reflect changes in organizational structure, including staffing changes and amendments to Committee structure.
- ◆ Work with Information Technology and other departments on the implementation of a new/upgraded Customer Relationship Management software system.
- ◆ Work in coordination with the Corporate Call Centre during peak period and staffing shortages to ensure that the standard of customer service is maintained.

### **Description of Program Resources:**

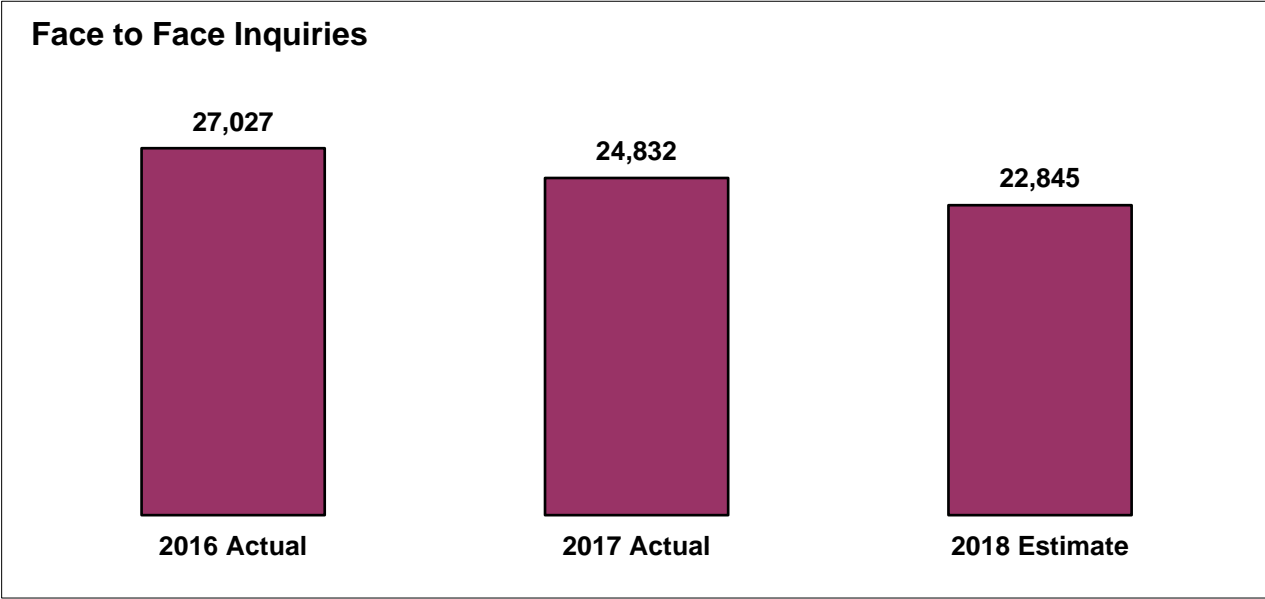
- ◆ 2018 Full Time Staff = 3.95  
2017 Full Time Staff = 3.95



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

**Performance Measurements:**



**PROGRAM 3  
PUBLIC COUNTER**



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	236	301	342	-	342
Personnel Related	3	4	4	-	4
Communications	8	15	15	-	15
Supplies	5	5	5	-	5
Headquarters Shared Costs	(288)	(365)	(394)	-	(394)
Materials & Services	1	2	2	-	2
Equipment Maintenance & Repairs	-	3	3	-	3
<b>Gross Operating Expenses</b>	<b>(35)</b>	<b>(35)</b>	<b>(23)</b>	<b>-</b>	<b>(23)</b>
<b>Tangible Capital Assets</b>					
New	7	7	-	-	-
Replacement	28	28	23	-	23
<b>Total Tangible Capital Assets</b>	<b>35</b>	<b>35</b>	<b>23</b>	<b>-</b>	<b>23</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## 2018 Program Detail

## Corporate Services - Legislative Services

### Purpose:

- ◆ Provide first-tier, live-answer response to anyone calling the Region's main telephone number.
- ◆ Update the Legislative Services section of the external web site as required.

### Description of Program Activities:

#### 2017 Accomplishments:

- ◆ Assisted the public calling into the Region's main telephone number by providing general program information or transferring them to the appropriate department, municipality, organization or agency for service.
- ◆ Updated the Corporate Call Centre's Policies and Procedures where required.
- ◆ Assisted the Public Counter by communicating any changes to staff telephone contact information as identified.
- ◆ Worked closely with various departments during planned and unplanned service disruptions to ensure the public was continuously informed and to mitigate affects on service delivery.
- ◆ Completed updates to the Legislative Services section of the external website.
- ◆ Updated the greeting on the Region's main telephone line and automated attendant line.

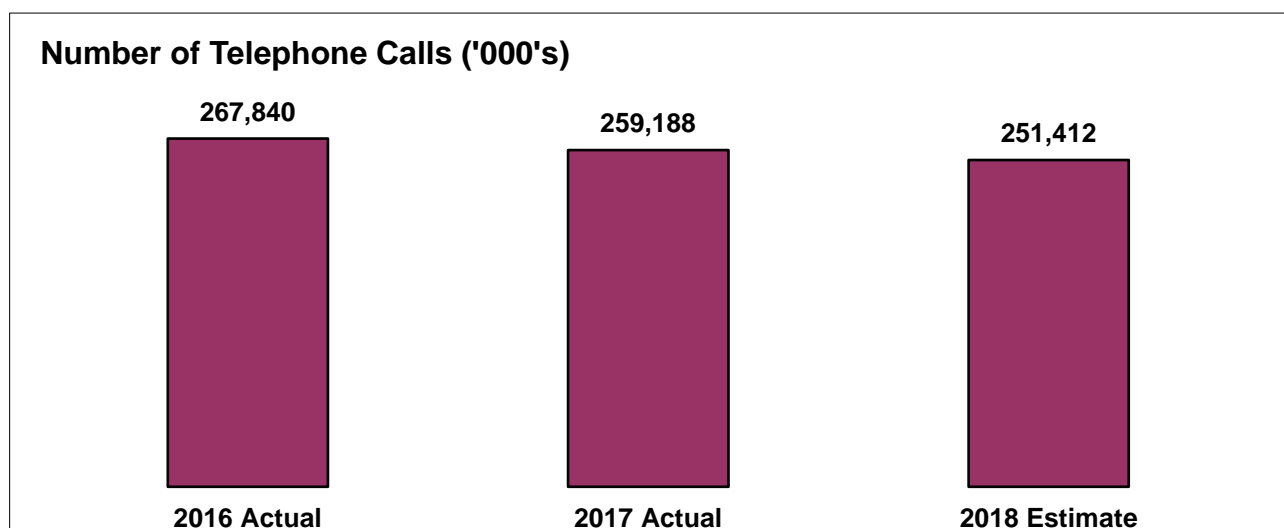
#### 2018 Activities:

- ◆ Work with applicable departments to develop an Emergency Plan for the Corporate Call Centre.
- ◆ Work with Corporate Services - Information Technology and other departments on the implementation of a new/upgraded Customer Relationship Management software system.
- ◆ Change the music "on-hold" on the Region's telephone system.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 6.95  
2017 Full Time Staff = 6.95

### Performance Measurements:



**PROGRAM 4  
CORPORATE CALL CENTRE**



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	393	498	538	-	538
Personnel Related	-	4	4	-	4
Communications	1	3	3	-	3
Supplies	4	5	5	-	5
Headquarters Shared Costs	(433)	(548)	(581)	(100)	(681)
Computer Maintenance & Operations	26	26	26	-	26
Materials & Services	2	2	2	-	2
Equipment Maintenance & Repairs	-	3	3	-	3
Professional Services	-	-	-	100	100
<b>Gross Operating Expenses</b>	<b>(7)</b>	<b>(7)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Tangible Capital Assets</b>					
Replacement	7	7	-	-	-
<b>Total Tangible Capital Assets</b>	<b>7</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

**Purpose:**

- ◆ The Corporate Privacy Office will provide leadership on privacy, compliance and training, by assisting the Corporation in its obligation to promote and support compliance with privacy legislation as well as fostering a culture of privacy awareness. The Corporate Privacy Office will ensure that privacy is protected and the public is provided access to information in accordance with the principles and purposes set out in legislation within the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

**Description of Program Activities:**

**2018 Activities:**

- ◆ Establish a comprehensive Privacy Management Program.
- ◆ Develop a privacy management and accountability framework.
- ◆ Develop a staff education and awareness program with respect to the Privacy Management Program.
- ◆ Integrate privacy practices into daily operations throughout the Corporation.
- ◆ Assist in the promotion of public awareness and understanding of privacy issues.
- ◆ Establish Key Performance Indicators to measure the program's success.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 3                      New Positions: 1 Privacy Manager , 2 Privacy Officers  
2017 Full Time Staff = 0

**PROGRAM 5  
CORPORATE PRIVACY OFFICE**



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	-	-	-	195	195
<b>Gross Operating Expenses</b>	-	-	-	<b>195</b>	<b>195</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	60	60
<b>Total Tangible Capital Assets</b>	-	-	-	<b>60</b>	<b>60</b>
<b>Net Program Expenses</b>	-	-	-	<b>255</b>	<b>255</b>



**PROGRAM 6  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 6  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>107</b>	<b>107</b>	<b>99</b>	<b>10</b>	<b>109</b>

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - NEW**



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

<u>Corporate Privacy Office - Program 5</u>		\$	\$
1 Renovations	1	60,000	60,000
			<u><u>60,000</u></u>

**PROGRAM 8  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Corporate Services -  
Legislative Services**

Description	Qty	Unit Cost	Total
<b><u>Council Services - Program 1</u></b>			
1 Desktop Computers	2	700	1,400
2 Laptop Computers	2	1,500	3,000
3 Power Laptop Computers	5	2,500	12,500
4 Monitors	7	250	1,750
5 iPads	2	1,000	2,000
		<b>Subtotal</b>	<b><u>20,650</u></b>
<b><u>Records &amp; Information Management - Program 2</u></b>			
6 Archival Display Cabinet	1	2,000	2,000
7 Desktop Computers	2	700	1,400
8 Laptop Computer	1	1,500	1,500
9 Power Laptop Computers	1	2,500	2,500
10 Monitors	3	250	750
		<b>Subtotal</b>	<b><u>8,150</u></b>
			<b><u>28,800</u></b>
<b><u>Public Counter - Program 3 (Included in Program Detail Page)</u></b>			
11 Printer	1	3,000	3,000
12 Tables/Chairs - Meeting Rooms	1	20,000	20,000
		<b>Subtotal</b>	<b><u>23,000</u></b>
		<b>Total</b>	<b><u><u>51,800</u></u></b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>DURHAM EMERGENCY MANAGEMENT OFFICE</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>878</b>
<b>PROGRAM SUMMARY .....</b>	<b>880</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>881</b>
<b>PROGRAM DETAILS</b>	
1. Durham Emergency Management Office .....	882
2. Public Alerting System Maintenance .....	884
3. Headquarters Shared Cost .....	886
4. Tangible Capital Assets - Replacement .....	888



**2018 Business Plan**

**Durham Emergency Management Office**

**Major Services & Activities**

**Durham  
Emergency  
Management  
Office**

- ◆ Emergency Plan and Emergency Support Functions (ESF's).
- ◆ Risk Specific Plans: Particular emphasis on nuclear.
- ◆ Training Program: Develop and deliver.
- ◆ Exercise Program: Design and conduct.
- ◆ Coordinate with Local Municipalities and Fire Services.
- ◆ Public Education Program: Design, produce and distribute.
- ◆ Critical Infrastructure Inventory.
- ◆ Hazard Identification and Risk Assessment (HIRA).
- ◆ Maintain compliance with Provincial Act and Regulations, including nuclear elements.
- ◆ Promote collaborative emergency management.
- ◆ Regional Emergency Operations Centre (REOC): Maintain and operate.
- ◆ 24/7 on-call Duty Officer availability.
- ◆ Major Special Event consequence management planning.
- ◆ Administrative meetings.

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal B.3 - Cultivate strong, safe and secure communities and healthy workplaces.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to promote emergency preparedness measures for the community (e.g. residents, businesses, institutions).</li> <li>◆ Implement Regional Emergency Management Program.</li> <li>◆ Train Regional staff on emergency operations and plans.</li> <li>◆ Conduct emergency simulation exercises.</li> <li>◆ Promote emergency personal preparedness for residents and businesses.</li> </ul>	



**2018 Business Plan**

**Durham Emergency Management Office**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

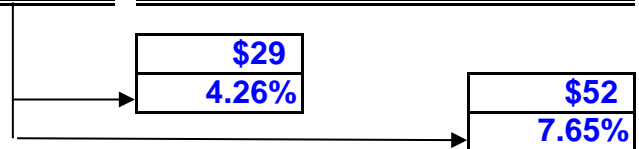


### 2018 Business Plan

### Durham Emergency Management Office

By Program	2017		2018		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Durham Emergency Management Office	1,046	1,140	1,162	18	1,180
2 Public Alerting System Maintenance	240	202	202	-	202
3 Headquarters Shared Cost	52	52	48	5	53
<b>Operating Subtotal</b>	<b>1,338</b>	<b>1,394</b>	<b>1,412</b>	<b>23</b>	<b>1,435</b>
<b>Tangible Capital Assets:</b>					
4 Replacement	15	15	26	-	26
<b>Tangible Capital Assets Subtotal</b>	<b>15</b>	<b>15</b>	<b>26</b>	<b>-</b>	<b>26</b>
<b>Total Program Expenses</b>	<b>1,353</b>	<b>1,409</b>	<b>1,438</b>	<b>23</b>	<b>1,461</b>
<b>Revenue Programs</b>					
Ontario Power Generation (OPG) Grant	(527)	(527)	(527)	-	(527)
OPG Grant - Public Alerting System Maintenance	(240)	(202)	(202)	-	(202)
<b>Total Revenue Programs</b>	<b>(767)</b>	<b>(729)</b>	<b>(729)</b>	<b>-</b>	<b>(729)</b>
<b>Net Program Expenses</b>	<b>586</b>	<b>680</b>	<b>709</b>	<b>23</b>	<b>732</b>

### Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	22	Economic increases
Operating Expenses	(4)	Headquarters shared cost
Tangible Capital Assets - Replacement	11	Increased requirement
	<b>29</b>	



## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Durham Emergency Management Office

(\$,000's)

#### Durham Emergency Management Office

◆ Increase in Conferences related to International Atomic Energy Agency (IAEA) compliance audit in 2019.	4
◆ Increase in Education and Training due to anticipated staff retirements in 2018 and resulting new staff training and development.	4
◆ Increases in Community Relations (\$5k) to reflect actual cost of hosting annual Public Private Partnership Symposium and ongoing Advertising (\$5k) to promote DEMO programs and preparedness in local media.	10
	<hr/>
	18

#### Headquarters Shared Cost

◆ Durham Emergency Management Office's share of costs related to the operation and maintenance of Regional Headquarters.	5
	<hr/>
	5

**Total Program Changes** 23

# PROGRAM 1 DURHAM EMERGENCY MANAGEMENT OFFICE



## 2018 Program Detail

## Durham Emergency Management Office

### Purpose:

- ◆ To reduce the risks to the Region and build resiliency by coordinating and integrating those activities necessary to mitigate against, prepare for, respond to and recover from potential or actual natural, technological, and/or human induced risks.

### Description of Program Activities:

**Durham Emergency Management Office (DEMO) must ensure the Region is compliant for 2018 with the Municipal Standards required by Regulation 380/04 under the Emergency Management & Civil Protection Act, including nuclear legislation. These standards include:**

#### **Plans and Procedures:**

- Formulate, coordinate and produce emergency plans, support functions and procedures
- Update emergency contact lists and databases
- Maintain a Regional hazard identification and risk assessment
- Maintain a critical infrastructure inventory
- Test communications and emergency public alerting systems on a regular basis

#### **Training and Exercises:**

- Develop and deliver emergency management courses for Regional staff, and the Regional Control Group
- Design and conduct annual Emergency Operations Centre exercises; Design and conduct an annual exercise for local municipalities

#### **Operations:**

- Provide an on-call Duty Officer on a 24/7/365 basis
- Initiate emergency notifications to staff
- Set-up and manage the Regional Emergency Operations Centre
- Maintain an effective emergency response structure

#### **Public Education:**

- Develop and distribute public education materials to Regional residents and businesses
- Communicate emergency risks to the public
- Promote personal preparedness
- Maintain a current and accessible web site

#### **Administration:**

- Administer the activities of the:
  - Durham Emergency Management Coordinating Committee
  - Regional Nuclear Emergency Management Coordinating Committee
  - Emergency Management Working Group
  - Emergency Exercise Design Team
- Departmental administration for DEMO staff, Financial Information Management System, Human Capital Management, Human Resources, Procurement, Accessibility for Ontarians with Disabilities Act compliance

### Program Resources:

- ◆ 2018 Full Time Staff = 8
- 2017 Full Time Staff = 8

**PROGRAM 1  
DURHAM EMERGENCY MANAGEMENT OFFICE**



**2018 Program Detail**

**Durham Emergency  
Management Office**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	911	945	967	-	967
Personnel Related	11	25	25	8	33
Communications	109	144	144	10	154
Supplies	5	14	14	-	14
Equipment Maintenance & Repairs	6	7	7	-	7
Vehicle Operations	-	1	1	-	1
Minor Assets & Equipment	1	1	1	-	1
<b>Operating Expenses Subtotal</b>	<b>1,043</b>	<b>1,137</b>	<b>1,159</b>	<b>18</b>	<b>1,177</b>
<b>Transfers from Related Entities</b>					
NextGen Charge	3	3	3	-	3
<b>Transfers from Related Entities Subtotal</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Gross Operating Expenses</b>	<b>1,046</b>	<b>1,140</b>	<b>1,162</b>	<b>18</b>	<b>1,180</b>
<b>Tangible Capital Assets</b>					
Replacement	15	15	26	-	26
<b>Total Tangible Capital Assets</b>	<b>15</b>	<b>15</b>	<b>26</b>	<b>-</b>	<b>26</b>
<b>Total Expenses</b>	<b>1,061</b>	<b>1,155</b>	<b>1,188</b>	<b>18</b>	<b>1,206</b>

\* Tangible Capital Assets are stated separately on the Program Summary

## PROGRAM 2 PUBLIC ALERTING SYSTEM MAINTENANCE



### 2018 Program Detail

Durham Emergency  
Management Office

#### Purpose:

- ◆ Maintenance of the public alerting siren system (34 sirens), and auto-dialer, for a 10km zone around both Pickering and Darlington Nuclear Stations, and capability throughout the Region.

#### Description of Program Activities:

- ◆ Preventative maintenance twice per year and technology upgrades as required.
- ◆ On-call maintenance.
- ◆ Auto dialer service provider.
- ◆ Telephone data set purchase/maintenance.
- ◆ **NOTE: Fully funded by Ontario Power Generation.**

**PROGRAM 2  
PUBLIC ALERTING SYSTEM MAINTENANCE**



**2018 Program Detail**

**Durham Emergency  
Management Office**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Materials & Services	240	202	202	-	202
<b>Total Expenses</b>	<b>240</b>	<b>202</b>	<b>202</b>	<b>-</b>	<b>202</b>

**PROGRAM 3  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Durham Emergency  
Management Office**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated</b>	<b>Approved</b>	<b>Base</b>	<b>Program</b>	<b>Proposed</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	630	630	210	-	210
Capital Fund Contribution	328	328	-	699	699
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 3  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Durham Emergency  
Management Office**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>52</b>	<b>52</b>	<b>48</b>	<b>5</b>	<b>53</b>

**PROGRAM 4  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Durham Emergency  
Management Office**

Description	Qty	Unit Cost	Total
		\$	\$
1 Laptop Computers	17	1,500	<u>25,500</u>



**TABLE OF CONTENTS**  
**2018 BUSINESS PLANS & BUDGETS**  
**EMERGENCY 9-1-1 TELEPHONE SYSTEM**

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>STRATEGIC PLANNING</b> .....	<b>890</b>
<b>PROGRAM SUMMARY</b> .....	<b>891</b>
<b>PROGRAM DETAILS</b>	
1.    Emergency 9-1-1 Telephone System .....	892



2018 Business Plan

Emergency 9-1-1 Telephone System

Major Services & Activities

Emergency 9-1-1

- ◆ To actively promote and ensure that the residents and public in Durham Region have immediate access to all emergency services through one central number: 9-1-1.
- ◆ To ensure that adequate resources (personnel and equipment) respond to any and all emergency calls for Police, Fire and Ambulance.
- ◆ Central answering point for all Emergency 9-1-1 telephone calls received from the public requesting a response from Police, Fire and Ambulance.
- ◆ Transfer calls to the appropriate responding emergency service (Police, Fire or Ambulance).
- ◆ To facilitate training for Emergency 9-1-1 personnel to enhance/advance their call taking skills.
- ◆ To ensure that the newest technology trends are researched and made available to the citizens of Durham Region. Text with 9-1-1 is now available in Durham Region for the Deaf, Hard of Hearing and Speech Impaired (DHHSI) Community through the Primary Safety Answering Point.

The following information highlights the Department's focus on the Durham Region Strategic Plan:

Strategic Goals		
Goal	Description	Responsibility - Support
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
C.4	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

**PROGRAM SUMMARY**

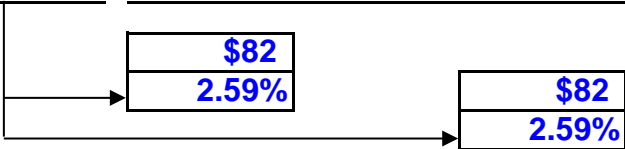


**2018 Business Plan**

**Emergency 9-1-1 Telephone System**

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Emergency 9-1-1 Telephone System	3,045	3,072	3,154	-	3,154
1 Asset Replacement Reserve	100	100	100	-	100
<b>Net Program Expenses</b>	<b>3,145</b>	<b>3,172</b>	<b>3,254</b>	<b>-</b>	<b>3,254</b>

**Summary of Increase (Decrease)**



**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits (DRPS charge)	82	Economic increases
	<u>82</u>	

# PROGRAM 1 EMERGENCY 9-1-1 TELEPHONE SYSTEM



## 2018 Program Detail

## Emergency 9-1-1 Telephone System

### Purpose:

- ◆ To actively promote and ensure that the residents and public in Durham Region have immediate access to all emergency services through one central number 9-1-1.

### Description of Program Activities:

- ◆ Durham Region provides quality 24-hour emergency telephone service through a 9-1-1 call centre.
- ◆ The 9-1-1 Board completed a three year staffing increase plan to ensure the 9-1-1 answer target is met.
- ◆ The call centre is governed by a 9-1-1 Management Board who oversee the operating policies and procedures exclusive to 9-1-1 service delivery.
- ◆ While co-located in a Police facility, the 9-1-1 call response mandate is governed by Durham Region and is not included in Policing Operations.
- ◆ 9-1-1 statistics reflect the level of 9-1-1 telephone work.
- ◆ Only 9-1-1 telephone workload is considered for staffing and public safety analysis.
- ◆ The 9-1-1 call centre transfers callers to the appropriate emergency response agency.
- ◆ Text with 9-1-1 for registered members of the Deaf, Hard of Hearing and Speech Impaired (DHHSI) Community is available. Expansion of Text with 9-1-1 features at Fire and Paramedic Services has not been implemented as there has not been a legitimate Text with 9-1-1 call received to the 9-1-1 call centre since the program was introduced in September 2015.
- ◆ Technology is also available to accept Internet handled telephone calls (VoIP).
- ◆ Technology upgrades allow tracking of 9-1-1 "hang up" calls. These callers are called back to verify if an emergency exists.

### Description of Program Resources:

- ◆ 26 resources are cross charged from Police - 21 Communicators and 5 Supervisors.
- ◆ The resources cross charged from Police represent 21 of 59 Communicators and 5 of 12 Supervisors. These positions are required to maintain the required number of 9-1-1 operator positions 24 hours a day.

### Performance Measurements:

- ◆ 9-1-1 Joint Powers of Agreement signed by each of the 8 Municipalities in the Region of Durham.
- ◆ Public Safety Answering Point Standards - minimum of 6 call takers 24 / 7.
- ◆ National Emergency Number Association (NENA) Standard is to answer all 9-1-1 calls within ten (10) seconds, 90 per cent of the time.
- ◆ The Durham Region 9-1-1 centre target is to answer every 9-1-1 call within six (6) seconds, 95 per cent of the time.

# PROGRAM 1 EMERGENCY 9-1-1 TELEPHONE SYSTEM

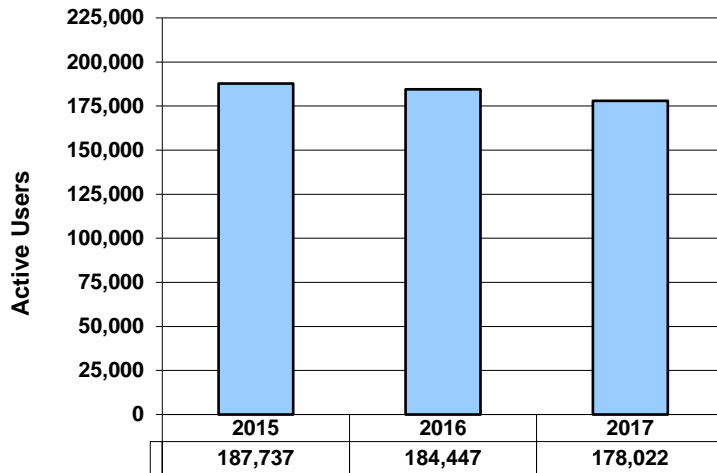


## 2018 Program Detail

## Emergency 9-1-1 Telephone System

### Performance Measurements (Continued):

#### EFFECTIVENESS

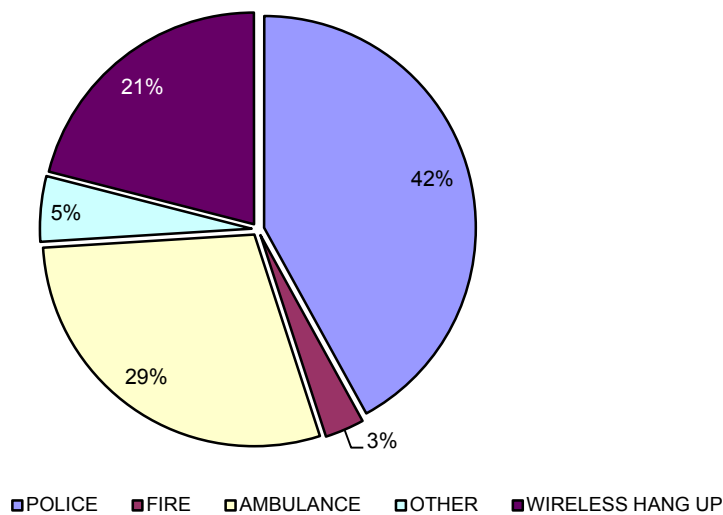


#### Year by Year 9-1-1 Call Comparison

*Technology in the 9-1-1 call service delivery industry continues to evolve towards true Next Generation 9-1-1. In 2015 Text with 9-1-1 service was made available in Durham Region. 2017 has seen further 9-1-1 system upgrades to enhance service delivery.*

Note: Includes wireless hang ups

#### EFFECTIVENESS



#### 2017 Estimated Distribution of 9-1-1 Calls by Emergency Response Agency

*The breakout of calls received by the 9-1-1 Centre and transferred to the appropriate Emergency Response Agency. The "wireless hang up" figure represents 9-1-1 workload.*

**PROGRAM 1  
EMERGENCY 9-1-1 TELEPHONE SYSTEM**



**2018 Program Detail**

**Emergency 9-1-1  
Telephone System**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Related	17	17	17	-	17
Communications	26	23	23	-	23
Supplies	2	7	7	-	7
Computer Maintenance & Operations	30	52	52	-	52
Equipment Maintenance & Repairs	1	1	1	-	1
Professional Services	4	7	7	-	7
Contribution to Reserve & Reserve Funds	100	100	100	-	100
<b>Operating Expenses Subtotal</b>	<b>180</b>	<b>207</b>	<b>207</b>	<b>-</b>	<b>207</b>
<b>Transfers from Related Entities</b>					
Police Charge	2,965	2,965	3,047	-	3,047
<b>Transfers from Related Entities Subtotal</b>	<b>2,965</b>	<b>2,965</b>	<b>3,047</b>	<b>-</b>	<b>3,047</b>
<b>Net Program Expenses</b>	<b>3,145</b>	<b>3,172</b>	<b>3,254</b>	<b>-</b>	<b>3,254</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>NON-DEPARTMENTAL</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>PROGRAM SUMMARY .....</b>	<b>896</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>899</b>
<b>PROGRAM DETAILS</b>	
1. Fire Coordination .....	900
2. CUPE 1764 President’s Wages .....	901
5. Reward and Recognition Program .....	902
6. Training and Development.....	903
7. Durham Region Strategic Plan .....	904
8. Employee Assistance Plan .....	905
9. Staff and Leadership Development.....	906
10. Management/Exempt Salary Review .....	908
11. Applicant Tracking Software .....	909
12. Corporate Functions/Events .....	910
13. Health, Safety and Wellness .....	911
14. Return to Work Program .....	912
15. AMO OMERS Support Funding .....	913
19. Official Plan Review .....	914
21. Regional Asset Management Audits and Software .....	915
22. Business Continuity .....	916
24. Toronto Global .....	917
25. Electronic DC Application .....	918
27. Pickering Airport Strategy .....	919
28. Affordable and Seniors’ Housing Task Force.....	920
32. Financial Information Management System.....	921
33. Enterprise Maintenance Management .....	923
34. Conference Board of Canada .....	924
35. Zylmage.....	925
36. Development Tracking System .....	926
38. Employment Survey.....	927

## PROGRAM SUMMARY



### 2018 Business Plan

### Non-Departmental

By Program	2017		2018		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
Expense Programs	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
<b>PERSONNEL RELATED:</b>					
1 Fire Coordination	4	4	4	-	4
2 CUPE 1764 President's Wages	132	132	135	-	135
3 Worker's Compensation Reserve Fund	200	200	200	-	200
4 Sick Leave Reserve	570	570	570	-	570
5 Reward and Recognition Program	30	30	30	-	30
6 Training and Development	248	248	248	-	248
7 Durham Region Strategic Plan	75	75	30	25	55
8 Employee Assistance Plan	215	215	215	-	215
9 Staff and Leadership Development	104	102	102	-	102
10 Management/Exempt Salary Review	21	22	22	-	22
11 Applicant Tracking Software	59	48	48	-	48
12 Corporate Functions/Events	113	115	115	-	115
13 Health, Safety and Wellness	92	140	90	35	125
14 Return to Work Program	13	17	17	-	17
15 AMO OMERS Support Funding	27	27	27	-	27
16 Labour Negotiations	17	12	12	-	12
17 Municipal Elections / New Council	-	-	-	164	164
<b>Total Personnel Related</b>	1,920	1,957	1,865	224	2,089
<b>COMMUNICATION &amp; SUPPLIES:</b>					
18 Regional Materials and Supplies	3	25	25	-	25
<b>Total Communication &amp; Supplies</b>	3	25	25	-	25



## PROGRAM SUMMARY



### 2018 Business Plan

### Non-Departmental

By Program	2017		2018		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<b>PURCHASE OF SPECIAL SERVICES</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
19 Official Plan Review	510	510	460	-	460
20 Employee Committee	26	25	25	-	25
21 Regional Asset Management					
Audits and Software	269	269	269	-	269
22 Business Continuity	257	257	257	-	257
23 Regional Chair's/CAO's					
Consulting Group Fees	7	8	8	-	8
24 Toronto Global	206	206	206	-	206
25 Electronic DC Application	110	110	110	-	110
26 Airport - Economic					
Development	100	100	-	-	-
27 Pickering Airport Strategy	-	-	-	45	45
28 Affordable and Seniors'					
Housing Task Force	-	-	-	75	75
<b>Total Purchase of Special Services</b>	<b>1,485</b>	<b>1,485</b>	<b>1,335</b>	<b>120</b>	<b>1,455</b>
<b>OTHER:</b>					
29 Working Capital Contingencies	1,805	1,805	1,805	-	1,805
30 Debt Issuance Expense	17	38	38	-	38
31 Insurance	108	108	110	-	110
32 Financial Information					
Management System	350	350	350	-	350
33 Enterprise Maintenance					
Management	990	990	990	-	990
34 Conference Board of Canada	5	9	9	-	9
35 Zylmage	8	73	73	-	73
36 Development Tracking					
System	430	430	-	400	400
37 Seaton Project Management	103	103	103	-	103
38 Employment Survey	82	116	116	-	116
39 Durham Community Climate					
Adaptation Plan	100	100	-	-	-
<b>Total Other</b>	<b>3,998</b>	<b>4,122</b>	<b>3,594</b>	<b>400</b>	<b>3,994</b>
<b>Total Programs Expenses</b>	<b>7,406</b>	<b>7,589</b>	<b>6,819</b>	<b>744</b>	<b>7,563</b>

## PROGRAM SUMMARY



### 2018 Business Plan

### Non-Departmental

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Revenue/Recovery Programs</b>	\$	\$	\$	\$	\$
40 Water/Sewer Inter Dept Recovery	(5,362)	(5,362)	(5,400)	-	(5,400)
41 Customer Service Data Recovery	(369)	(369)	(369)	-	(369)
42 OW Program Delivery: Dept Services Recovery	(900)	(900)	(900)	-	(900)
43 Paramedic Services Program Delivery: Services Recovery	(735)	(735)	(746)	-	(746)
<b>Total Revenue Programs</b>	(7,366)	(7,366)	(7,415)	-	(7,415)
<b>Net Program Expenses</b>	<b>40</b>	<b>223</b>	<b>(596)</b>	<b>744</b>	<b>148</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$819)</b>		<b>(\$75)</b>
			<b>-367.26%</b>		<b>-33.63%</b>

### Summary of Base Budget Changes

	\$	Comments
Operating Expenses	5	Economic and inflationary increases
Durham Region Strategic Plan	(45)	Reduced requirement
Health, Safety and Wellness	(50)	Reduced requirement
Official Plan Review	(50)	Reduced requirement
Airport - Economic Development	(100)	Remove one-time item
Development Tracking System	(430)	Reduced requirement
Durham Community Climate Adaptation Plan	(100)	Remove one-time item
Water/Sewer Recovery	(38)	Inflationary increases
Paramedic Services Program Delivery	(11)	Inflationary increases
	<b>(819)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Non-Departmental

(\$,000's)

#### Durham Region Strategic Plan

- ◆ Increase in Professional Services to upgrade and adapt a dashboard for public display and feedback on the Durham Region Strategic Plan to transform it into a dynamic reporting tool for staff and the public.
25
- 25

#### Health, Safety and Wellness

- ◆ One-time increase in Professional Services required to complete the second of a three year project: funding will be utilized to retain external consulting services to assist with strengthening the Region's Occupational Health & Safety hazard and risk assessment, compliance auditing, accountability and measurement system related to Occupational Health & Safety Act legislation requirements.
20
- ◆ Increased funding to engage an external consultant to develop, and/or to purchase, e-learning for Step 2 in Workplace Hazardous Materials Information System (WHMIS) conversion to Globally Harmonized System (GHS) requirements training.
15
- 35

#### Municipal Elections / New Council

- ◆ Funds required to conduct the 2018 Municipal Elections.
164
- 164

#### Pickering Airport Strategy

- ◆ Professional Services for strategy development to help distribute the findings from the Urban Strategies Inc. white paper and the economic analysis for the potential of the Pickering Airport lands to various stakeholders.
45
- 45

#### Affordable and Seniors' Housing Task Force

- ◆ Professional Services and administration expenses (forums, public awareness campaign, etc.) to operationalize and implement the recommendations of the Affordable and Seniors' Housing Task Force Report.
75
- 75

#### Development Tracking System

- ◆ Increase in Professional Services - for year 2 of 3 of the Development Tracking System project. Following a comprehensive external review of the existing Development Tracking System in 2016, it was recommended that the system be replaced. It is anticipated that this project will last approximately 3 years at an estimated cost of \$1m to \$1.5m. Later phase to be funded from the 2019 budget.
400
- 400

**Total Program Changes** **744**



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To pay the Honorarium as per by-law #26-2009

**Description of Program Activities:**

- ◆ Payment for Fire Coordination Services

**PROGRAM 2  
CUPE 1764 PRESIDENT'S WAGES**



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To provide pay and benefits for the President as per conditions agreed to in the Memorandum of Agreement signed in 2008 with CUPE 1764.

**Description of Program Activities:**

- ◆ Payment for salary and benefits of CUPE 1764 President.

# PROGRAM 5 REWARD AND RECOGNITION PROGRAM



## 2018 Program Detail

## Non-Departmental

### Purpose:

- ◆ To encourage and value employees in providing service excellence, exhibiting exemplary competencies, and in improving the efficiency of Regional operations.
- ◆ To reward and recognize employees, individually or in teams, for their innovation, superior accomplishments, community service or other personal or collective efforts and their years of service with the organization.
- ◆ To demonstrate the high value the Region sets on excellent performance, exceptional achievements, constructive ideas and suggestions that directly contribute to the effectiveness of the Region.

### Description of Program Activities:

- ◆ Encourage and educate managers, supervisors and co-workers to effectively recognize actions of a person or a group for providing exceptional quality and outstanding effort.
- ◆ Provide the Commitment to Excel Awards of Excellence recognition program where managers, supervisors and co-workers formally recognize demonstration of exceptional quality and outstanding effort, which has resulted in a significant contribution in the calendar year, towards service excellence, innovation, leadership or community service.
- ◆ Provide an annual recognition program for staff who have been with the Region for 5, 10, 15 and 20 years (25+ years service are recognized separately through a retirement banquet).
- ◆ A cross-departmental Corporate Commitment to Excel team coordinates the "Awards of Excellence" nomination and evaluation process, assists with the ongoing overall reward and recognition program development and assists with the coordination of the annual Service Awards.

### Performance Measurements:

- ◆ Impact on attraction/retention of staff
- ◆ Improvements in staff morale
- ◆ Positive customer feedback
- ◆ Number of improvement and cost sharing ideas suggested and implemented by staff
- ◆ Improvements in staff/management relations
- ◆ Public perception of effective and efficient service delivery



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To support a high performance learning organization through the development of employees in a continuous learning environment.
- ◆ To respond to identified corporate wide staff learning and development needs, especially related to competencies.
- ◆ To co-ordinate corporately-provided staff training and development with relevant departmental programs.
- ◆ To support learning and development goals and action plans related to performance management as well as the succession and career planning needs of the organization and staff, at all levels.
- ◆ To offer accessible and blended learning solutions, using multiple formats (e.g. classroom training, e-learning, self directed learning library, etc.) related to workforce competencies and leadership development.
- ◆ To provide computer user IT training related to corporate-wide IT software programs in order to ensure the most efficient use of the software and to keep pace with current and future technological advances and software upgrades/changes.

**Description of Program Activities:**

- ◆ Plan, co-ordinate, offer and communicate internal and external learning opportunities and programs.
- ◆ Continually analyze staff training and development needs through evaluations, focus groups, etc.
- ◆ Recommend and implement various methods of learning and development to meet those identified needs that cut across the organization.
- ◆ Provide information, advice and support to departments as requested on identified training/learning needs.
- ◆ Maintain a database of employee learning records including training and development needed and completed, application of learning on-the-job, cost of training, etc.
- ◆ Prepare and maintain guidelines related to corporate training and development policies and practices.

**Performance Measurements:**

- ◆ Impact on attraction/retention of staff
- ◆ Improvements in staff morale
- ◆ Evaluations of training sessions
- ◆ Assessments of application of learning to actual work situation (return on training investment)
- ◆ Training needs analysis

(all of the above relate to the degree to which Continuous Learning and Improvement is part of the corporate culture)



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continually define, act on and evaluate the organization's strategic priorities and actions for each year and for the long term to ensure that they are aligned with the Strategic Plan.
- ◆ To provide a comprehensive and common strategy guiding the day-to-day management and leadership of the organization towards achieving the Strategic Plan and its vision of being "a united group of vibrant and diverse communities recognized for their leadership, community spirit and exceptional quality of life".
- ◆ To foster the involvement and participation of staff at all levels in strategic planning to create a critical mass of change, providing the opportunities to unlock the ideas, skills and motivation of staff for improvement.
- ◆ To continue developing the alignment of corporate strategic planning processes with the budget setting and forecast processes, departmental business and strategic planning, and program/service performance measurement.

**Description of Program Activities:**

- ◆ Continue to develop implementation strategies to operationalize the identified actions within the framework of the Strategic Plan, corporate priorities and budget constraints.
- ◆ Continue to develop appropriate measures and indicators to evaluate future results.
- ◆ Orient new employees on the Strategic Plan and the vision, mission, operating principles and values of the Corporation.
- ◆ Develop a public and internal monitoring and reporting tool for the Strategic Plan and related goals.

**Performance Measurements:**

- ◆ Implementation plan and actions in place
- ◆ Measures developed to evaluate future progress
- ◆ Communication plan in place to promote awareness levels of staff and the public regarding the Strategic Plan, its progress, and priorities
- ◆ Staff and public surveys and focus groups on the Strategic Plan and the Region as an employer and service provider



## PROGRAM 8 EMPLOYEE ASSISTANCE PLAN



### 2018 Program Detail

### Non-Departmental

#### Purpose:

- ◆ To provide a broad range of employee assistance-related counseling services to employees of the Region of Durham.

#### Description of Program Activities:

- ◆ Provide a vital benefit in the form of Employee Assistance Plan (EAP) counseling for the well being of Regional staff and their families.
- ◆ Support Healthy Workplace goals.
- ◆ Ensure staff and management are aware of available EAP programs and services.
- ◆ Co-ordinate efforts between HR and Social Services Family Services Durham EAP to ensure that counseling is appropriate and timely and to support the organization and individual employees with conflict resolution, mental health issues, family issues, career counseling, etc.
- ◆ Provide employees with referrals to appropriate community service agencies and practitioners.

#### Performance Measurements:

- ◆ EAP Utilization
- ◆ Number of EAP cases successfully resolved or referred
- ◆ EAP satisfaction evaluations

# PROGRAM 9 STAFF AND LEADERSHIP DEVELOPMENT



## 2018 Program Detail

## Non-Departmental

### Purpose:

- ◆ To expand the Performance Management System to all Regional departments.
- ◆ To better align Performance Management, Career Management and Succession Planning, integrating them into the culture of the organization and into the expectations of management/leadership roles.
- ◆ To strengthen the alignment of individual performance and work goals with departmental and corporate goals, priorities and actions, especially those related to the Durham Region Strategic Plan.
- ◆ To support employees in identifying and achieving learning and development goals related to their current position.
- ◆ To provide services and support to employees in determining their career aspiration/potential and in self-assessing their skill/knowledge/competency strengths and gaps; this will enhance employee/manager performance management planning discussions, identifying and supporting employees with appropriate career/succession plans.
- ◆ To retain high performers by encouraging employees to actively participate in developing their career both short and long term, including supporting them to make career changes within the Region, when desired and appropriate.
- ◆ To ensure that potential successors to upcoming vacancies are selected and developed in a way that supports the organization's strategic plans, goals and competencies.
- ◆ To ensure existing and potential supervisors, managers and executives are developed in a way that supports the organization's strategic plans, goals, operating principles and values, and management/leadership competencies.
- ◆ To ensure continued organizational success and business continuity by having the right people developed for the right jobs at the right time.
- ◆ To proactively identify and plan for potential vacancies, particularly for critical and "skills shortage" positions.

### Description of Program Activities:

- ◆ Amend and modify the Performance Management program as needed for corporate and departmental requirements.
- ◆ Continue the roll-out of Performance Management for unionized staff.
- ◆ Support the organization and staff with the changes related to the implementation of Performance Management.
- ◆ Investigate and follow-up on the integration of Performance Management with Succession and Career Management.
- ◆ Investigate and implement ways the PeopleSoft HRIS system can support the management and tracking of Performance Management and Succession/Career Management.
- ◆ Provide skills and competency assessment tools and resources for career development.
- ◆ Provide customized career development information, resources and counseling services and referrals, coordinating with related services available through Family Services Durham EAP.
- ◆ Support employees with training and education costs related to career changes within the Region of Durham (ties in with Succession Management and Retention/Attraction of staff).

## PROGRAM 9 STAFF AND LEADERSHIP DEVELOPMENT



### 2018 Program Detail

### Non-Departmental

#### Description of Program Activities (Continued):

- ◆ Continue to develop a proactive, long-term Succession Management model and process and continue to assist the departments to implement the model and process.
- ◆ Implement competency-based assessment and related development planning and learning programs for possible successors to potential critical vacancies.
- ◆ Offer formal executive/management and supervisor/management development programs related to the organization's strategic plans, goals, operating principles and values, and management/leadership competencies.

#### Performance Measurements:

- ◆ Ongoing feedback and evaluations by participants
- ◆ Achievement of goals defined through Performance Management
- ◆ Improvements in staff morale/job satisfaction/attraction and retention
- ◆ Employee satisfaction with opportunities and support for promotion/job changes
- ◆ Exit interview results with staff departing through retirement or for other opportunities
- ◆ Staff retention rates, including those in critical positions
- ◆ Amount of "skills shortage" or "critical" vacancies successfully filled by internal candidates in a timely way for business continuity
- ◆ Capture of critical job knowledge and experience

# PROGRAM 10 MANAGEMENT/EXEMPT SALARY REVIEW



## 2018 Program Detail

## Non-Departmental

### Purpose:

- ◆ To review the Management and Exempt compensation package and comparability of salary rates to the marketplace.

### Description of Program Activities:

- ◆ Conduct a market survey for Management/Exempt compensation for comparison purposes.
- ◆ Determine required amendments and modifications to Management and Exempt salary rates as needed to maintain practices that keep salary grades at the 75th percentile level (as per Council By-law).

### Performance Measurements:

- ◆ Management/Exempt Salary grades are competitive and at the 75th percentile
- ◆ Measures taken to maintain the 75th percentile for competitiveness

# PROGRAM 11 APPLICANT TRACKING SOFTWARE



## 2018 Program Detail

## Non-Departmental

### Purpose:

- ◆ To attract qualified applicants to vacancies currently available.
- ◆ To provide information about typical jobs at the Region and the key skill requirements.
- ◆ To increase our presence on the web with respect to being a potential employer for passive job seekers.
- ◆ To provide the potential job seeker immediate acknowledgement that their resume has been received and will be kept on file, or confirmation that their application has been received for a specific job competition.

### Description of Program Activities:

- ◆ Purchase service from a web-based applicant tracking software provider to enable us to attract and recruit active and passive job seekers via the internet.
- ◆ To attract, receive and track all applications received via the internet for jobs currently open and for potential job openings in the future.
- ◆ To enable hiring managers to ask key questions to serve as a screening tool to help identify the qualified candidates more quickly.

### Performance Measurements:

- ◆ Increase the number of qualified applications in the job data bank
- ◆ Increase the number of passive job seekers
- ◆ Reduce the need for costly advertising in the print media
- ◆ Gather feedback from prospective candidates about the on-line recruiting service



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To recognize employees for their contribution to the Corporation at a time of retirement, or in the case of long-service (milestones of 25, 30, 35, 40 and 45 years of service), to express appreciation to staff and acknowledge their value and significant contribution to the Corporation.
- ◆ To reward and recognize individual employees for their years of service with the organization (milestones of 5, 10, 15 and 20 years of service).
- ◆ Annual staff appreciation BBQ to acknowledge and show appreciation.

**Description of Program Activities:**

- ◆ Honouring employees who have retired and/or received long-service (25, 30, 35, 40 and 45 years of service) with the Corporation. Each guest of honour is provided with a certificate, gift and banquet dinner.
- ◆ Provide an annual recognition program for employees who have been with the Region for 5, 10, 15 and 20 years. Each employee is provided a gift.
- ◆ Staff appreciation BBQ held in the summer for all Regional employees.



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continuously provide and improve occupational health, safety and wellness services and programs in order to meet or exceed all applicable Occupational Health and Safety and related legislation.
- ◆ To integrate safe and healthy workplace practices into all aspects of work and employee's lives.
- ◆ To promote the understanding among all employees of their personal responsibility to work in a healthy and safe manner.
- ◆ To promote the understanding among all supervisory staff, at all levels, of their personal responsibility to ensure work is done in a healthy and safe manner.
- ◆ To support Joint Health and Safety Committees and recognize their important role in creating a healthy and safe workplace.

**Description of Program Activities:**

- ◆ In conjunction with a cross-departmental advisory committee, continue to plan for and implement various initiatives that will support healthy workplace and lifestyle goals for the organization and its employees and that uses a holistic approach to health, safety and wellness and, at the same time, promotes and encourages regular attendance at work.
- ◆ Develop corporate health and safety policies and procedures that reflect current legislative and compliance requirements.
- ◆ Educate and train employees to perform their work safely.
- ◆ Act as a resource to all employees in the interpretation of the Occupational Health and Safety legislative requirements and best practices.
- ◆ Participate in Occupational Health and Safety Act (OHSA) investigations involving critical incidents or when requested by the affected department.
- ◆ Assist departments with safety compliance audits and resulting action plans.
- ◆ Provide OHN services related to employee health screenings, flu clinics, respirator mask fit testing, attendance related accommodations, etc.

**Performance Measurements:**

- ◆ Number of Ministry of Labour OHSA related complaints, orders and charges
- ◆ Number of health and safety incidents
- ◆ Success of attendance related medical accommodations
- ◆ Impact of programs on disability-related costs
- ◆ Health and Safety compliance audit results

# PROGRAM 14 RETURN TO WORK PROGRAM



## 2018 Program Detail

## Non-Departmental

### Purpose:

- ◆ Maintain current programs and assist with the further development of comprehensive return to work and accommodation programs for employees with occupational and non-occupational illnesses or injuries, including providing programs, services and support to employees and the organization in the areas of short or long term disability, WSIB and other medical accommodations.

### Description of Program Activities:

- ◆ Support the completion of skills/abilities assessments and independent medical examinations for employees absent due to medical reasons to return to work.
- ◆ Assist departments, where needed, to provide return to work employees with special equipment and skills training required to accommodate them at work.
- ◆ Provide related advice, education and learning materials to those involved in returns to work.

### Performance Measurements:

- ◆ Decrease in absenteeism, faster and more successful return to work for employees, increased productivity.



**PROGRAM 15  
AMO OMERS SUPPORT FUNDING**



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ With the proclamation on June 30, 2006 of Bill 206, (the new OMERS Act), AMO has a significant responsibility to represent municipalities and appoint municipal employer representatives to each of the OMERS Sponsors Corporation and Administration Corporation.
- ◆ AMO will bring strong and persuasive representation and support to the municipal employer representatives against potential impacts.

**Description of Program Activities:**

- ◆ Funds will be administered as a separate and distinct business activity exclusively for OMERS related activities.
- ◆ AMO will fully and frequently report on this fund to municipal employer participants.



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To conduct a comprehensive review of the Regional Official Plan in accordance with the Provincial Policy Statement and updated Provincial Plans (Greenbelt, Oak Ridges Moraine and Growth Plan).

**Description of Program Activities:**

- ◆ Toronto and Region Conservation Authority (TRCA) to continue work related to the update of the Carruthers Creek Watershed Plan.
- ◆ Engage with other Conservation Authorities to ensure updates to Watershed Plans are initiated.
- ◆ Engage the necessary consultants to work on the growth management, employment strategy and enhanced consultation program components of the Official Plan Review. This will include the extension of the population and employment forecasts to 2041.
- ◆ There will be a combination of consultant and staff work to support this program over the next few years.

**PROGRAM 21**  
**REGIONAL ASSET MANAGEMENT AUDITS AND SOFTWARE**



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continue with detailed technical audits of Regionally owned facilities selected by the Works and Finance Departments, in accordance with the 2017 Asset Management Update Report.

**Description of Program Activities:**

- ◆ To complete a detailed condition evaluation of assets and develop a comprehensive asset inventory database.
- ◆ To update the current replacement cost of the assets.
- ◆ To develop and document condition assessment of the assets and establish minor and major maintenance, rehabilitation and replacement requirements of the assets.
- ◆ To develop a reinvestment profile for the assets to forecast annual expenditures.
- ◆ To explore potential software to integrate asset condition and related information for Regional facilities.



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To develop and implement a comprehensive Business Continuity Plan.
- ◆ To promote awareness and training programs for all staff.

**Description of Program Activities:**

- ◆ To work with a business continuity consultant to conduct a comprehensive threat/vulnerability assessment.
- ◆ Continue to prepare an integrated approach based on risk assessment and prioritization of critical function.
- ◆ Continue to provide a framework to develop and implement Business Continuity Management remediation.
- ◆ Carry out effective training and awareness to all Regional staff and identify capital and procedural requirements.



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ Toronto Global is a partnership between business and government, working together to raise the international profile of the Greater Toronto Area and attract business investment to the Region.

**Goal:**

- ◆ The goal of Toronto Global's international marketing activities is to raise the profile of the Greater Toronto Area in the international marketplace as well as to generate investment and create jobs for all of the GTA.

**Description of Program Activities:**

- ◆ A variety of marketing tactics are being employed to attract investment, including business missions, trade shows and participation in other networking venues.
- ◆ Toronto Global will also continue to widely market the Region to Canadian and foreign consulates and embassies, senior government agencies, industry associations, realtors and international site location consulting firms.
- ◆ The Region's contribution to Toronto Global is based on a per capita model. In 2013, the Roadmap to Revitalization project was introduced seeking additional funding from the Provincial and Federal Governments that will help support Toronto Global.
- ◆ Economic Development staff work closely with Toronto Global to ensure Durham Region is fairly represented in the marketing efforts of Toronto Global.



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ This e-business solution provides an alternative to processing paper-based Regional development charges forms, allowing users to complete and submit forms online. Regional and Local Municipal staff have the ability to search the status of any form, or a series of forms, and report statistics based on individual queries, while realizing increased time and cost savings for tracking and processing.
- ◆ This project automated the manual process allowing the development industry, Local Municipalities and the Region to streamline the current application process. Further phases, in conjunction with Local Municipalities, to enhance usage by Local Municipalities and the Region are required to automate and streamline additional processes.

**Description of Program Activities:**

- ◆ Update to reflect indexing and other changes in Regional Development Charges By-law(s).
- ◆ Enhance system performance and reporting.
- ◆ Ensure the stability, reliability and availability of the Electronic Development Charges application and infrastructure.



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continue to advocate for the development of the Pickering airport lands.
- ◆ To deliver on the goals of the Strategic Plan to propel the business and investment climate forward in Durham Region to enable more local employment.
- ◆ To support the objectives of the Regional Economic Development Strategy and Action Plan to enhance partnerships, promote Regional competitiveness, support innovation and attract new investment.
- ◆ To support the Region's current and future transportation infrastructure through targeted research, analysis, education and outreach.
- ◆ To raise awareness and generate support based on a compelling narrative and economic analysis that supports an airport and related aviation and aerospace employment cluster in Pickering within the context of a regional airport system.

**Description of Program Activities:**

- ◆ Develop and execute a communications, stakeholder engagement and government relations strategy to gauge public opinion and provide information to residents and senior decision makers.
- ◆ Support complementary research and engagement activities underway in area municipalities including Pickering and Oshawa.

**Performance Measurements:**

- ◆ Communications and stakeholder engagement plan in place to provide information and promote an informed dialogue.
- ◆ Government relations plan developed to engage federal government officials with sound research and data.

# PROGRAM 28 AFFORDABLE AND SENIORS' HOUSING TASK FORCE



## 2018 Program Detail

## Non-Departmental

### Purpose:

- ◆ To operationalize actions and begin to implement the recommendations as identified in the Regional Council approved recommendations of the Affordable and Seniors' Housing Task Force Report (#2017-COW-249).
- ◆ Some of the work undertaken will also inform the 2018 update of “At Home in Durham, the Durham Housing Plan 2014-2024” including the development of outcome-related performance measures.

### Description of Program Activities:

- ◆ Develop a surplus land inventory of publically owned surplus land in Durham Region.
- ◆ Provide a forum to investigate planning issues (e.g. community planning permit system, pre-zoning and inclusionary zoning).
- ◆ Investigate property standards (e.g. reduced parking requirements, secondary suites, and height and density bonusing).
- ◆ Build a public awareness campaign for affordable rental housing and seniors' housing needs and choices.

### Performance Measurements:

- ◆ Operationalizing and implementation of the recommendations outlined in the Task Force report will determine the appropriate performance measures to be established going forward.
- ◆ Overall, this work will result in the creation of more affordable rental housing for low- and moderate-income households, as well as provide more housing choices for seniors living in Durham Region.



# PROGRAM 32 FINANCIAL INFORMATION MANAGEMENT SYSTEM



## 2018 Program Detail

## Non- Departmental

### Purpose:

- ◆ On-going support, system license, a portion of maintenance fees, tangible capital assets, hardware and infrastructure replacements, upgrade and maintenance costs for the Financial Information Management Systems. These systems include the Financial transaction and reporting modules, Budgeting, Human Capital Management modules, Enterprise Scheduling, Enterprise Learning modules, Enterprise Portal, Property & Service Management, Insurance, and the other web-based components, as well as applications/components to ensure successful delivery of Financial based services.
- ◆ These capital project expenditures related to the development, implementation and upgrading of the corporate **Financial Information Management Systems**. Expenditures primarily include the initial software application acquisition license fees, equipment purchases, and provision for the consulting expertise required to implement various system components, including technical expertise required for the modules to function properly within the technical infrastructure of the Regional Departments, Durham Region Transit, and the Police Services operations, as well as other resource requirements.

### Description of Program Activities:

- ◆ Upgrade activities to maintain the **Financial Information Management Systems (FIMS) on supported software versions** in order to complement further Web-based modules and features. Maintain the operational software at the version of the software supported by the vendor. FIMS modules in production for Corporate, Police and Transit Services are:
  - ◆ **General Ledger / Reporting**
  - ◆ **Purchasing**
  - ◆ **Accounts Payable**
  - ◆ **Billing and Receivables**
  - ◆ **Inventory**
  - ◆ **Budgeting**
  - ◆ **Asset Management**
  - ◆ **Project Costing**
  - ◆ **Document Imaging**
  - ◆ **Human Resources**
  - ◆ **Payroll**
  - ◆ **Base Benefits**
  - ◆ **Time and Labour**
  - ◆ **Position Management**
  - ◆ **Learning Management**
  - ◆ **Recruiting Management**
  - ◆ **Resume/Candidate Gateway**
- ◆ Critical compliance and regulatory updates, including the development, implementation, testing and security of legislated changes for payroll tax updates, collective bargaining, and employment standards. Daily verification and support of critical over-night processes and batch system processes.
- ◆ Continue the rollout to all employees the E-Applications of E-Pay and E-Profile to facilitate self service, and reduction of printing costs.
- ◆ Continue implementation planning and resourcing for rollout of Human Capital Management system modules as well as modules where the functionality and processes are streamlined, automated, and heavily integrated such as Enterprise Scheduling.
- ◆ Investigate future license purchases and additional applications that may benefit Regional operations - **Enterprise Performance Management, Supply Chain Relationship, Customer Information Systems, Cost Fulfillment Management and Supply Management, Treasury Management, Product Data Interface, and forecasting, reporting, analytics and data warehousing**. As determined, acquire and implement appropriate applications that meet and will benefit Regional operations with critical integrations into Finance systems.

**PROGRAM 32**  
**FINANCIAL INFORMATION MANAGEMENT SYSTEM**



**2018 Program Detail**

**Non- Departmental**

**Description of Program Activities (Continued):**

- ♦ Planning for the on-line submission of expense claims, through the Expense Management module.
- ♦ Enhanced use of procurement cards, via P-Card facility and on-line sourcing using e-procurement.
- ♦ Annual Software Maintenance fees for Finance applications are required to permit the on-going upgrade and implementation of modules, with the assistance and support of the vendor, as well as providing access to various customer user groups for knowledge sharing opportunities.

# PROGRAM 33 ENTERPRISE MAINTENANCE MANAGEMENT



## 2018 Program Detail

## Non-Departmental

### Purpose:

- ◆ With the implementation of PSAB 3150, the Region now inventories and values its tangible capital assets on a yearly basis and records the net book value in the Region's Annual Financial Statements.
- ◆ While the two initial modules for the PeopleSoft financial system are now functional, further work continues to reduce and/or eliminate the manual work, provide effective and efficient tracking, reporting and analysis on the Region's tangible capital assets and the related maintenance, repair and replace decisions over their lifecycles.
- ◆ Implement additional functionality to maximize asset management and lifecycle analysis, including enterprise asset maintenance management.

### Description of Program Activities:

- ◆ With consulting assistance, enhance the performance and reporting capacity of the existing PeopleSoft Asset Management and Project Costing modules:
  - \* Implement the additional reporting required from the new modules and related training
- ◆ Enhance Asset Management activities for all Regionally owned assets.
- ◆ With consulting assistance, complete the following:
  - \* Issue and evaluate Requests for Proposal
  - \* Select software application(s) best suited to match requirements
  - \* Begin phased implementation of application
  - \* Design hierarchies for assets to integrate selected Enterprise Maintenance Management Solution (EMMS) software with asset management modules already in service
  - \* Acquire software and maintenance, technology hardware and infrastructure for implementation of an EMMS
- ◆ Software selection and implementation services for the replacement of disparate, decentralized asset maintenance management systems to implement an EMMS.



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ Membership in the not-for-profit Conference Board of Canada.

**Description of Program Activities:**

- ◆ The Conference Board of Canada is "an expert in running conferences but also at conducting, publishing and disseminating research, helping people network, developing individual leadership skills and building organizational capacity".
- ◆ The Conference Board of Canada are "specialists in economic trends, as well as, organizational performance and public policy issues".



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ Zylmage is a repository for Council and Committee Minutes, Commissioners' Reports and By-laws and Durham Region Transit Committee Minutes and Commissioners' Reports. It has full text search retrieval capabilities. This repository is available on the Insider for staff to access.

**Description of Program Activities:**

- ◆ The Legislative Services Division utilizes the Zylmage software system to upload and store Minutes, Commissioners' Reports and By-laws to one central historical repository that is accessible for Regional staff.

# PROGRAM 36 DEVELOPMENT TRACKING SYSTEM



## 2018 Program Detail

## Non-Departmental

### Purpose:

- ◆ To replace the Region's development tracking software. The Planning and Economic Development Department and Works Department currently use the Land Development Office (LDO) software to track development applications. The LDO software is at end-of-life and needs to be replaced. Additionally, the vendor will no longer support the LDO application after 2019.
- ◆ The implementation of a new development tracking software will ensure the continuity of tracking development activity in the Region. Additional benefits to be realized by implementing a new system include: On-line capabilities will allow applicants to submit planning applications electronically and the public will have self-serve access to information about planning applications; Improve efficiency in processing applications, thereby improving targets; and, increased transparency of planning applications.

### Description of Program Activities:

- ◆ Over the course of the next two years, this program will include the following activities:
  - Procure and implement a new development tracking system
  - Migrate all existing development tracking data to the new system
  - Training for staff on the use and support of the system
  - Procurement of servers (physical servers or cloud-based)



**2018 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To conduct the annual Region of Durham Employment Survey.

**Description of Program Activities:**

- ◆ Accurate, current and timely employment data is critical to the effective and efficient delivery of municipal services and a key requirement in building and maintaining a reliable business directory, responding to Provincial initiatives such as implementing the Growth Plan for the Greater Golden Horseshoe, and the monitoring of the Region's economic health and performance.
- ◆ The survey is an annual exercise to survey each employer in the Region of Durham, conducted by summer students.
- ◆ The survey includes questions such as the number of employees, building square footage, if they import and/or export goods, etc.
- ◆ The data collected has a spatial component to ensure seamless integration into the Region's GIS data warehouse.

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>FINANCE</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>929</b>
<b>PROGRAM SUMMARY .....</b>	<b>933</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>935</b>
<b>PROGRAM DETAILS</b>	
1. Business Planning, Budgets and Risk Management .....	936
2. Financial Planning and Purchasing and Supply and Services .	939
3. Financial Housing Services.....	943
4. Administration .....	945
5. Internal Audit, Compliance and Controls.....	947
6. Financial Services.....	949
7. POA – Default Fine Collections .....	955
8. Financial Information Management Services .....	958
9. COMRA/PARA.....	962
10. Headquarters Shared Cost .....	964
11. Tangible Capital Assets - New .....	966
12. Tangible Capital Assets - Replacement.....	967





**2018 Business Plan**

**Finance**

**Major Services & Activities**

**Business Planning, Budgets and Risk Management**

- ◆ Lead the annual Business Planning and Budget process, ensuring resources meet service and infrastructure requirements, linkages to Council's strategic objectives and the Durham Region Strategic Plan and effective communication and transparency to stakeholders.
- ◆ Coordinate the annual Multi-Year Economic and Financial Forecast and Ten Year Capital Plan. Set annual Budget guidelines based upon evaluation of the economic environment, legislative and regulatory changes, and long-term plans for provision of services and capital assets.
- ◆ Review and provide comment on Provincial Policy changes on property taxes including participating in the Province's Municipal Working Group.
- ◆ Prepare the annual Property Tax Study including the setting of property tax policy, classes, ratios, rates and manage all assessment related matters and reporting.
- ◆ Manage the Region's investment portfolio.
- ◆ Oversee and coordinate risk management/mitigation for the Region and members of the Durham Municipal Insurance Pool.

**Financial Planning**

- ◆ Coordinate and complete annual Ten-Year Water Supply, Sanitary Sewer, Transportation, Social Housing, Solid Waste Management, and Transit Servicing and Financing Studies, jointly with relevant departments.
- ◆ Develop and implement asset management systems for Regional Capital Infrastructure, coordinating with relevant Departments.
- ◆ Undertake and coordinate Development Charge related policy analysis, studies and reporting.
- ◆ Lead participation in performance measurement, including the Municipal Benchmarking Network Canada (MBNCanada), formerly the Ontario Municipal Benchmarking Initiative (OMBI).
- ◆ Provide financial and economic advice, business case analyses and policy support to Regional Council and departments.
- ◆ Participate in the Provincial cap and trade program, maintain the corporate carbon inventory, accounting and protocol and integrate the corporate climate mitigation and adaptation programs and reporting into the annual business planning, risk and asset management programs.
- ◆ Coordinate the multidisciplinary Corporate Climate Change Staff Working Group including coordination of the Energy Conservation Demand Management Plan



**2018 Business Plan**

**Finance**

**Major Services & Activities (Continued)**

**Purchasing and Supply and Services**

- ◆ Obtain goods and services on behalf of the Region, while ensuring value-for-money and promote the principle of fair and open competition in the acquisition process.
- ◆ Ensure procurement policies and procedures comply with legislation, corporate objectives, ethical standards, and regulations.
- ◆ Provide telephone (VoIP), mail, courier, disposal of assets and print services in support of the Regional corporation.

**Internal Audit, Compliance and Controls**

- ◆ Strengthen and develop sound fiscal policies, financial procedures and controls, which foster the strength and integrity of the Region and protect Regional assets.

**Financial Services**

- ◆ Maintain and enhance an efficient centralized financial management operation to fulfill the statutory duties of the Treasurer, including those of Durham Regional Local Housing Corporation and Durham Region Transit, handle the Region's financial affairs, safeguard the Region's assets, and receive and secure monies of the Regional Corporation. Analyze and report on all financial activities and prepare and publish financial statements and reports to stakeholders as required to ensure transparency and accountability.
- ◆ Provide timely, accurate and responsive financial oversight, budget approval and subsidy payment in accordance with the funding model for social housing providers, including mortgage renewal adjustments, and provide financial management services for the Durham Regional Local Housing Corporation.
- ◆ Manage collection activities for default Provincial Offences Act (POA) fines.

**Financial Information Management Services**

- ◆ Provide comprehensive management information services and ensure Financial Information Management System (FIMS), Human Capital Management (HCM) system, Enterprise Learning Management (ELM) system and Enterprise Portal meet user requirements of the Regional Corporation, Police Services Board and Durham Region Transit Commission.



**2018 Business Plan**

**Finance**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal A.1 - Propel the business and investment climate forward in Durham Region to enable more local employment.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Further support local municipal revitalization efforts through the Regional Revitalization Fund.</li> <li>◆ Continue towards competitive property taxes for residential and non-residential sectors through the annual property tax strategy report.</li> </ul>	

**Strategic Goal B.5 - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Advocate for and implement senior government housing programs in order to address existing and emerging social housing needs.</li> </ul>	

**Strategic Goal C.1 - Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Establish and implement a multi-year corporate energy management program with Regional partners.</li> <li>◆ Integrate climate change adaptation, mitigation measures into corporate business planning.</li> </ul>	

**Strategic Goal C.4 - Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Plan, forecast and manage provision, operation, maintenance and capital costs for existing and new infrastructure.</li> </ul>	

**Strategic Goal C.5 - Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities including meeting regularly with municipal counterparts.</li> <li>◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.</li> </ul>	



## 2018 Business Plan

## Finance

### Strategic Goal D.1 - Deliver Regional services in a financially prudent and sustainable manner.

#### Key Deliverables

#### Responsibility - Co-Lead

- ◆ Review and enhance business processes to ensure the best use of resources and to support innovation.
- ◆ Demonstrate effective stewardship of corporate resources through strong and stable financial management and adherence to multi-year financial planning process.
- ◆ Complete business continuity plan.

### Strategic Goal D.5 - Demonstrate accountability and transparency by measuring performance and reporting on results.

#### Key Deliverables

#### Responsibility - Lead

- ◆ Use and refine performance measurement tools for business planning, to identify and implement continuous improved performance and share results.

### Strategic Goals

Goal	Description	Responsibility - Support
A.3	Promote and actively capitalize on opportunities to make Durham Region a premier destination that attracts and retains entrepreneurs, innovators, visitors and residents.	
A.4	Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system security.	
A.5	Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.	
B.1	Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.	
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.6	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
C.3	Ensure that Regional transportation infrastructure is functional, integrated, reliable and barrier-free to support the movement of residents to work, school and local services.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

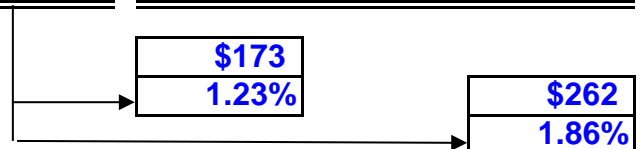


### 2018 Business Plan

### Finance

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Business Planning, Budgets and Risk Management	1,147	1,445	1,493	13	1,506
2 Financial Planning and Purchasing and Supply and Services	3,284	3,641	3,708	-	3,708
3 Financial Housing Services*	961	979	994	9	1,003
4 Administration	347	338	357	-	357
5 Internal Audit, Compliance and Controls	113	148	151	-	151
6 Financial Services	3,830	3,839	3,920	-	3,920
7 POA - Default Fine Collections*	(35)	(18)	(33)	-	(33)
8 Financial Information Management Services	2,562	2,763	2,809	-	2,809
9 COMRA/PARA	84	84	85	-	85
10 Headquarters Shared Cost	536	536	492	55	547
<b>Operating Subtotal</b>	<b>12,829</b>	<b>13,755</b>	<b>13,976</b>	<b>77</b>	<b>14,053</b>
<b>Tangible Capital Assets:</b>					
11 New	-	-	-	12	12
12 Replacement Reserve Contribution	341	341	258	-	258
	(35)	(35)	-	-	-
<b>Tangible Capital Asset Subtotal</b>	<b>306</b>	<b>306</b>	<b>258</b>	<b>12</b>	<b>270</b>
<b>Net Program Expenses</b>	<b>13,135</b>	<b>14,061</b>	<b>14,234</b>	<b>89</b>	<b>14,323</b>

### Summary of Increase (Decrease)



\* Tangible Capital Assets Included in Program Detail Page

# PROGRAM SUMMARY



## 2018 Business Plan

## Finance

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	381	Economic increases
Salaries & Benefits	23	Job reclassifications
Operating Expenses	1	Inflationary increases
Increase in Recoveries	(144)	Economic increases
Operating Expenses	(44)	Headquarters shared cost
Tangible Capital Assets - Replacement	(35)	Removal of one-time courier van replacement
Tangible Capital Assets - Replacement	(44)	Remove one-time items
Contribution from Reserve	35	Removal of one-time contribution for courier van
	<hr/>	
	173	
	<hr/> <hr/>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Finance

(\$,000's)

#### Business Planning, Budgets and Risk Management

<ul style="list-style-type: none"> <li>◆ New Position: Senior Risk and Insurance Examiner, effective July 1, 2018 to respond to the increased claims handling and risk management activities resulting in part from the City of Oshawa joining the Durham Municipal Insurance Pool (DMIP) July 1, 2017. This position will also assist with the development and implementation of Risk Management programs to identify and manage exposure to accidental loss. The DMIP Board has committed to funding 75 per cent of the cost of the new position. (Annualized cost \$114k)</li> </ul>	57
<ul style="list-style-type: none"> <li>◆ Adjustment to DMIP Contribution to partially fund the new position.</li> </ul>	(44)
	13

#### Financial Housing Services

<ul style="list-style-type: none"> <li>◆ Financial Housing Services' share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	9
	9

#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Finance's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	55
	55

#### Tangible Capital Assets

**New:**

<ul style="list-style-type: none"> <li>◆ Refer to TCA New Schedule for further details.</li> </ul>	12
	12

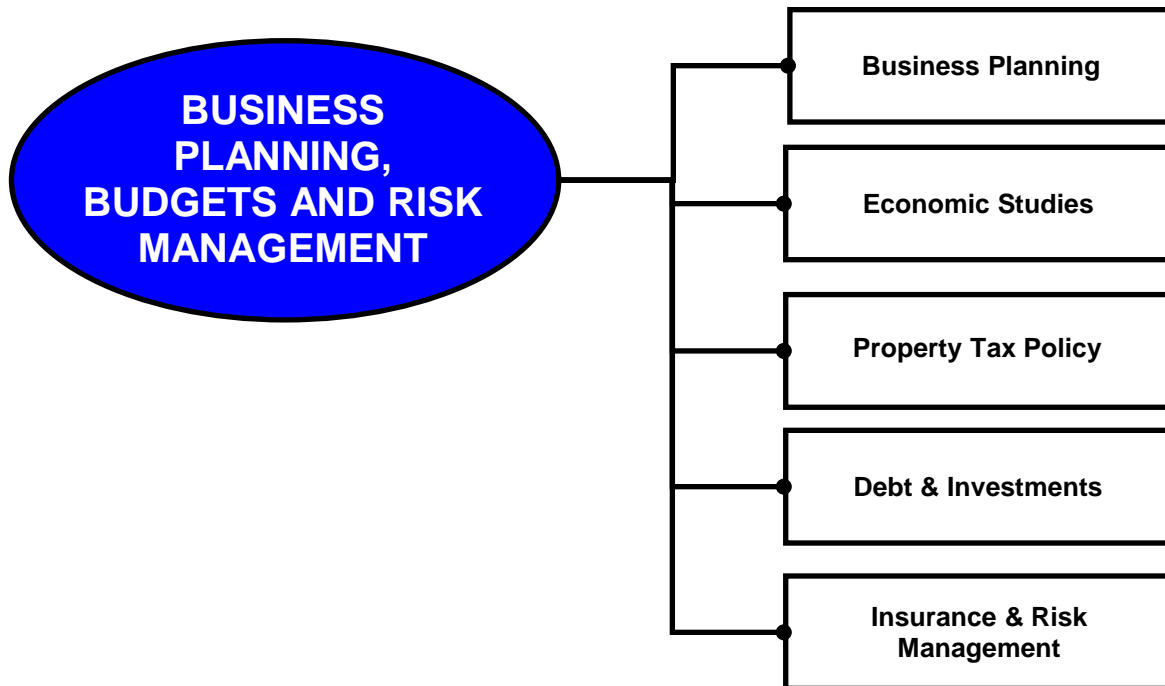
<b>Total Program Changes</b>	<b>89</b>
------------------------------	-----------

# PROGRAM 1 BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



## 2018 Program Detail

## Finance



### Purpose:

- ◆ To advise the Treasurer, Committee of the Whole, Regional Council, Senior Management, and other departments, through the provision of sound fiscal and economic policies, analyses, business case support, reports and briefings.
- ◆ To represent Durham financial interests vis-à-vis Provincial Ministries and Agencies, other Regions, and external entities.
- ◆ To coordinate with local area treasurers on joint initiatives, tax policy, tax billing and other issues.
- ◆ To link strategic objectives and corporate goals and performance measures to Budgets, Business Plans, resource allocations and financing.
- ◆ To safe guard the Region's assets through the development, coordination and implementation of effective risk management strategies and programs.

### Description of Program Activities:

- ◆ Continue to implement proposed enhancements to the Business Planning and Budget process to integrate multi-year budget planning, long term financial planning, the corporate strategic plan, corporate climate mitigation and adaptation strategies, asset management, risk management, carbon data, forecasts, protocols, and financial controls.
- ◆ Coordinate completion of the Business Plans and Budgets and related reports for submission to the Chief Administrative Officer, other Department Heads, Committee of the Whole and Regional Council, including budget and property tax recommendations.
- ◆ Maintain adherence to the "pay-as-you-go" financing of capital projects wherever possible and maintain prudent debt management policy.
- ◆ Review, monitor and report on the implications of Provincial budgets and initiatives including provincial downloading, uploading, and service and policy reviews and restructuring.



# PROGRAM 1 BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



## 2018 Program Detail

## Finance

### Description of Program Activities (Continued):

- ◆ Complete the annual Multi-Year Economic and Financial Forecast and set property tax guidelines based on evaluation of the economic environment legislation and regulations and long-term plans for the provision of Regional services and capital assets.
- ◆ Develop, evaluate and implement property taxation policy and undertake analysis, and prepare reports on property taxation items including capping, appeals before the Assessment Review Board and Provincial policy changes impacting property taxes. Liaison with the Municipal Property Assessment Corporation (MPAC) and Ontario Ministry of Finance, and provide support for the local Area Treasurer's group.
- ◆ Participate in various provincial property tax stakeholder groups.
- ◆ Continue to co-ordinate property tax policy and tax billing issues with the Area Municipalities. Respond to residential, multi-residential, commercial and industrial taxpayer inquiries and produce the annual Budget and Services Highlights Brochure for the public.
- ◆ Invest trust, reserve, and general account funds emphasizing the importance of risk mitigation, long-term fiscal plans, security and liquidity of investments, and maximization of return on the investment portfolio.
- ◆ Issue, register, transfer and pay interest annually and retire debentures for the area municipalities and for Regional purposes.
- ◆ Administer and manage the Durham Municipal Insurance Pool (DMIP) as part of a comprehensive risk management program.
- ◆ Oversee and coordinate risk management programs for the Region of Durham and member Municipalities of the DMIP, including hazard identification and evaluation, risk transfer, mitigation and financing, casualty insurance and insurance program design, marketing and placement to comply with legislation.
- ◆ Implementation of a corporate enterprise risk management program including Business Continuity Planning that is in line with industry best practices (in consultation with departments).
- ◆ Administer claim programs that include general liability, automobile, property, errors and omissions. This includes developing and maintaining software programs related to Risk Management objectives.
- ◆ Provide guidance to staff regarding risk management issues; develop and ensure compliance with policies, procedures, and regulations governing risk management activities, which include promotion of a Regional security policy. Manage contractual risk transfer for the organization and assign insurance requirements for vendor contracts.
- ◆ Administer and manage the Region's Insurance and Risk Management Program to ensure the protection of assets of the Region against financial consequences of losses through preventing, minimizing and avoidance of risk which includes monitoring the insurance markets, handling all claims and promoting best practices in risk management and loss control.
- ◆ Provide insurance services, risk management, claim and litigation management, financial litigation, administration and accounting for the DMIP.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 16                      New Position: Senior Risk & Insurance Examiner  
2017 Full Time Staff = 15

**PROGRAM 1**  
**BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT**



**2018 Program Detail**

**Finance**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,872	2,170	2,221	57	2,278
Personnel Related	3	6	6	-	6
Equipment Maintenance & Repairs	7	1	1	-	1
Professional Services	20	23	23	-	23
<b>Operating Expenses Subtotal</b>	<b>1,902</b>	<b>2,200</b>	<b>2,251</b>	<b>57</b>	<b>2,308</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(130)	(130)	(133)	-	(133)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(130)</b>	<b>(130)</b>	<b>(133)</b>	<b>-</b>	<b>(133)</b>
<b>Gross Operating Expenses</b>	<b>1,772</b>	<b>2,070</b>	<b>2,118</b>	<b>57</b>	<b>2,175</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	12	12
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>12</b>
<b>Total Expenses</b>	<b>1,772</b>	<b>2,070</b>	<b>2,118</b>	<b>69</b>	<b>2,187</b>
<b>Revenues</b>					
Fees & Service Charges	(234)	(234)	(234)	(44)	(278)
Insurance Reserve Recovery	(266)	(266)	(266)	-	(266)
Recovery from Transit	(125)	(125)	(125)	-	(125)
<b>Total Revenues</b>	<b>(625)</b>	<b>(625)</b>	<b>(625)</b>	<b>(44)</b>	<b>(669)</b>
<b>Net Program Expenses</b>	<b>1,147</b>	<b>1,445</b>	<b>1,493</b>	<b>25</b>	<b>1,518</b>

\* Tangible Capital Assets are stated separately on the Program Summary

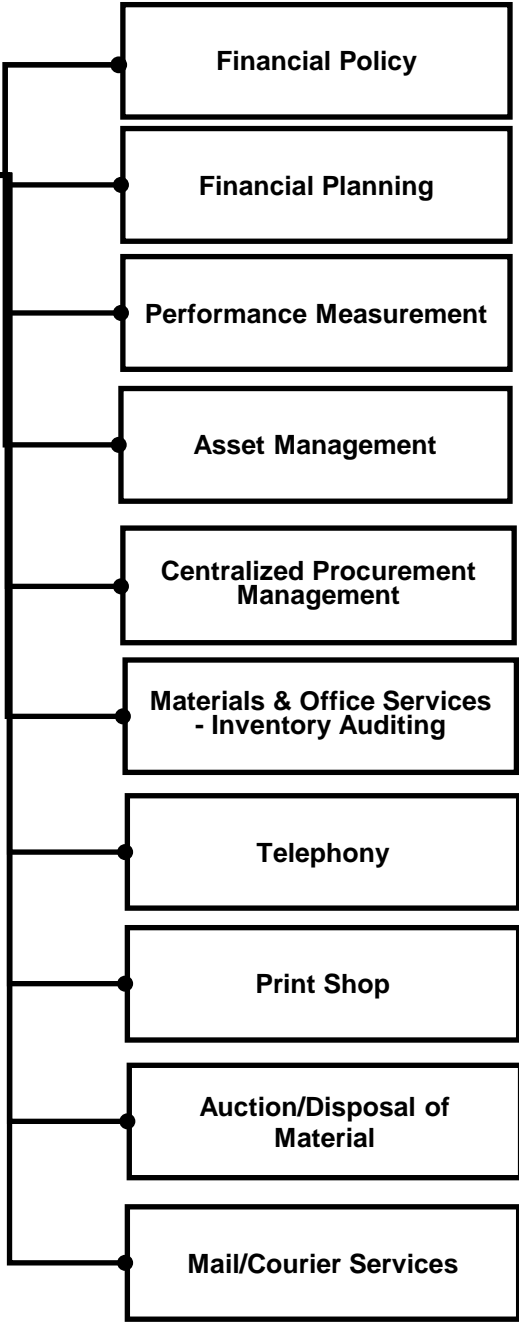
Net Program Expenses Per Above	1,518
Less: Tangible Capital Assets	(12)
Net Operating Program Expenses Per Program Summary	<u>1,506</u>

FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



2018 Program Detail

Finance



**Purpose:**

- ◆ To advise the Treasurer, Committee of the Whole, Senior Management, and other departments, through the provision of sound fiscal and economic policies and analysis, reports and briefings.
- ◆ To represent Durham's financial interests vis-à-vis Provincial Ministries, other Regions, and Downloaded Services Transfer Teams.
- ◆ To defend the Region's credit fundamentals in annual bond rating reviews.
- ◆ To undertake and coordinate Development Charge related policy analysis, studies and reporting.
- ◆ To lead participation in Municipal Benchmarking Network Canada (MBNCanada), formerly the Ontario Municipal Benchmarking Initiative (OMBI).
- ◆ To provide efficient and effective centralized purchasing and contract management.
- ◆ To coordinate and complete long-term asset management studies, servicing and financing studies and reports for major programs with lead departments.
- ◆ To provide central printing, inserting, internal courier, shipping/receiving and mailroom services to Regional Departments.
- ◆ To provide guidance, implementation support and administration for Regional Private Branch Exchange (PBX) & VoIP telephone systems, voice lines, cellular services and voice communication services.
- ◆ To coordinate the Regional auction of surplus assets and to manage the inventory system for maintenance items at depots.

## FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



## 2018 Program Detail

## Finance

## Description of Program Activities:

- ◆ Develop and advocate policy with the Ministry of Finance, Ministry of Economic Development and Growth, Ministry of Energy, Ministry of Environment & Climate Change, Ministry of Infrastructure, Ministry of Municipal Affairs, Ministry of Housing, Ministry of Transportation, Metrolinx, the Association of Municipalities of Ontario, Government Finance Officers Association and other GTA Regions.
- ◆ Promote long term financial planning, undertake capital financial analysis and implement the capital approval process.
- ◆ Complete the annual 10 Year Water Supply, Sanitary Sewer, Transportation, Social Housing, Solid Waste Management and Transit Servicing and Financing Studies with the assistance of the appropriate departments.
- ◆ Develop and implement asset management and asset maintenance management systems for the Regional Capital Infrastructure with the Works Department.
- ◆ Prepare financial and economic studies for specific projects and new development and position papers on Provincial initiatives with the assistance of other departments as required.
- ◆ Undertake and coordinate Development Charge related policy analysis and studies, including stakeholder outreach, implementation of the renewed Development Charge Study & By-law, and Seaton Area Specific Development Charges and a new Transit Development Charge By-law.
- ◆ Implement the Community Strategic Plan initiatives within the Finance Department.
- ◆ Lead and/or participate in interdepartmental studies and business case reviews and provide economic and financial analysis.
- ◆ Seek external funding opportunities and coordinate the submission of grant applications.
- ◆ Coordinate Best Practices and Benchmarking across Regional departments, including development of benchmarking measures and data collection and lead the participation in Municipal Benchmarking Network Canada (formerly Ontario Municipal Benchmarking Initiative).
- ◆ Integrate the corporate climate mitigation and adaptation programs and reporting into the annual business planning, risk and asset management programs.
- ◆ Coordinate the implementation of energy related projects, including management of grant proposals with the Works and other Departments.
- ◆ Coordinate the update of the Regional Energy Conservation Demand Management Plan.
- ◆ Undertake carbon accounting and maintain related inventories.
- ◆ Participate in Provincial cap and trade program for the corporation.
- ◆ Develop strategies and processes that increase the efficiency of the procurement activity while at the same time ensuring value for money and where possible, consideration of green procurement policies.
- ◆ Ensure procurement policies and procedures continue to comply with legislation, corporate objectives, ethical standards, government regulations and contract law.
- ◆ Promote fair and open competition.
- ◆ Develop and execute contracts and purchase orders with third parties that will provide the Region's departments, programs and projects with the required goods, services and equipment.
- ◆ Schedule and manage the procurement activity to ensure the timely provision of regularly required goods and services to support Regional programs.
- ◆ Assist departments in planning and formulating their procurement requirements.
- ◆ Provide knowledge of Purchasing By-law through ongoing training programs for Regional staff.
- ◆ Purchase goods, services and capital projects for all program areas in the Region, Durham Regional Local Housing Corporation and Durham Region Transit, as well Durham Region Police Service as appropriate.

## FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES

**2018 Program Detail****Finance****Description of Program Activities (Continued):**

- ◆ Negotiate major acquisition projects when appropriate in accordance with the Purchasing by-law.
- ◆ Participate in co-operative purchasing arrangements with other public organizations.
- ◆ Manage the competitive bidding process in an effective and efficient manner including the preparation, issue, evaluation and award of quotations, tenders, Request for Proposals, etc.
- ◆ Manage and account for the inventory of assets as necessary to meet service needs.
- ◆ Provide printing and inserting services to Regional departments to support programs and projects.
- ◆ Manage the Region's internal and external mail by sorting and delivering it through internal couriers to Regional offices/plants/depots and local Municipal offices.
- ◆ Manage voice communication for the Region between staff, the public, suppliers and customers.
- ◆ Manage the disposal of assets no longer required by the Region in a manner that maximizes the return, including coordination of the Regional Auction.
- ◆ Manage Shipping and Receiving for Regional Headquarters Building.
- ◆ Manage the inventory system that tracks the maintenance and repair items at the depots and coordinate the annual physical count and reconciliation of the inventory accounts.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 42
- 2017 Full Time Staff = 42

**PROGRAM 2**  
**FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES**



**2018 Program Detail**

**Finance**

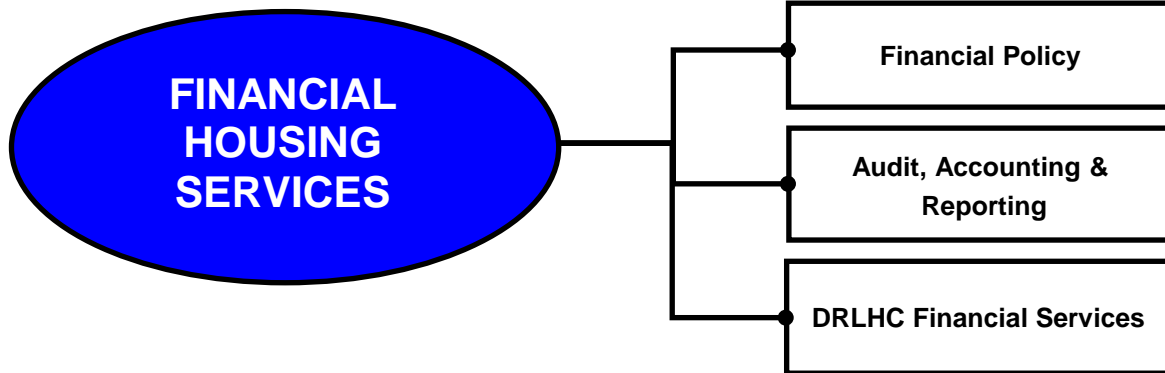
Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	4,753	5,073	5,177	-	5,177
Personnel Related	11	20	20	-	20
Communications	593	635	635	-	635
Supplies	60	105	105	-	105
Computer Maintenance & Operations	2	20	20	-	20
Materials & Services	3	4	4	-	4
Equipment Maintenance & Repairs	251	335	335	-	335
Vehicle Operations	31	31	31	-	31
Professional Services	206	283	283	-	283
Minor Assets & Equipment	8	10	10	-	10
Contribution to Reserve & Reserve Funds	18	18	18	-	18
<b>Operating Expenses Subtotal</b>	<b>5,936</b>	<b>6,534</b>	<b>6,638</b>	<b>-</b>	<b>6,638</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(2,200)	(2,441)	(2,472)	-	(2,472)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(2,200)</b>	<b>(2,441)</b>	<b>(2,472)</b>	<b>-</b>	<b>(2,472)</b>
<b>Gross Operating Expenses</b>	<b>3,736</b>	<b>4,093</b>	<b>4,166</b>	<b>-</b>	<b>4,166</b>
<b>Tangible Capital Assets</b>					
Replacement	35	35	-	-	-
Reserve Contribution	(35)	(35)	-	-	-
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>3,736</b>	<b>4,093</b>	<b>4,166</b>	<b>-</b>	<b>4,166</b>
<b>Revenues</b>					
Recovery from Transit	(452)	(452)	(458)	-	(458)
<b>Total Revenues</b>	<b>(452)</b>	<b>(452)</b>	<b>(458)</b>	<b>-</b>	<b>(458)</b>
<b>Net Program Expenses</b>	<b>3,284</b>	<b>3,641</b>	<b>3,708</b>	<b>-</b>	<b>3,708</b>

# PROGRAM 3 FINANCIAL HOUSING SERVICES



## 2018 Program Detail

## Finance



### Purpose:

- ◆ To provide the necessary oversight of 44 external social housing providers, ensuring compliance with legislated and local financial policies.
- ◆ Approval of housing provider subsidy budgets in accordance with funding models and benchmarks.
- ◆ To ensure that Regional Council, Committee, CAO and Commissioner of Finance receive prompt, accurate and comprehensive advice and information on the Social Housing Portfolio.
- ◆ To manage related Information Technology systems.
- ◆ To fulfil all necessary financial services for the Durham Regional Local Housing Corporation (DRLHC).

### Description of Program Activities:

- ◆ Development of Regional policies under the Housing Services Act and undertake annual financial review of Regional Housing program.
- ◆ Complete annual budget approvals in accordance with benchmarks and calculate monthly subsidy payments to housing providers and landlords.
- ◆ Complete year-end reconciliation of all housing provider subsidies against actual results, ensuring compliance with financial policies.
- ◆ Coordinate mortgage renewals, updates and revised subsidy calculations.
- ◆ Complete annual reporting requirements to Ministry of Housing.
- ◆ Undertake annual audits of the rent geared-to-income calculations for 20 per cent of units at 100 per cent of housing providers.
- ◆ In-depth operational reviews of 50 per cent of the portfolio per year, in conjunction with Housing Services Division of the Social Services Department.
- ◆ Administration of the special grant programs (Investment in Affordable Housing and Social Infrastructure Fund). Monitor status, process payments and report to Council and Province.
- ◆ Forecasting of expenditures for the Social Housing and DRLHC portfolios.
- ◆ Provide financial and IT administration for Social Housing.
- ◆ Provide enhanced oversight and support where required for social housing projects in difficulty.
- ◆ Coordination and analysis of Reserve Fund studies in conjunction with Building Condition Assessments.
- ◆ Financial analysis of rent supplement programs.

### Description of Program Resources:

- ◆ 2018 Full Time Staff = 6
- ◆ 2017 Full Time Staff = 6

**PROGRAM 3  
FINANCIAL HOUSING SERVICES**



**2018 Program Detail**

**Finance**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	628	691	737	-	737
Personnel Related	1	8	8	-	8
Communications	-	5	5	-	5
Supplies	-	1	1	-	1
Headquarters Shared Costs	86	86	79	9	88
Professional Services	10	25	25	-	25
<b>Operating Expenses Subtotal</b>	<b>725</b>	<b>816</b>	<b>855</b>	<b>9</b>	<b>864</b>
<b>Transfers from Related Entities</b>					
Inter-Departmental Recoveries	(400)	(473)	(514)	-	(514)
<b>Transfers from Related Entities Subtotal</b>	<b>(400)</b>	<b>(473)</b>	<b>(514)</b>	<b>-</b>	<b>(514)</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate Charges	634	634	650	-	650
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>634</b>	<b>634</b>	<b>650</b>	<b>-</b>	<b>650</b>
<b>Gross Operating Expenses</b>	<b>959</b>	<b>977</b>	<b>991</b>	<b>9</b>	<b>1,000</b>
<b>Tangible Capital Assets</b>					
Replacement	2	2	3	-	3
<b>Total Tangible Capital Assets</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Net Program Expenses</b>	<b>961</b>	<b>979</b>	<b>994</b>	<b>9</b>	<b>1,003</b>





**2018 Program Detail**

**Finance**

**Purpose:**

- ◆ To ensure that the statutory duties and responsibilities of the Treasurer are carried out to promote and maintain the financial strength, stability and accountability of the Regional Corporation and advise the Committee of the Whole, Regional Council, the Chief Administrative Officer, and other Regional Department Heads on all matters pertaining to this purpose.
- ◆ To ensure comprehensive reporting of fiscal and business functions to all stakeholders based on legislative requirements and financial best practices.
- ◆ To ensure adequate fiscal reporting through: reports to committee; inclusion of financial implications within corporate reports based on Budget Management and Purchasing policies, Legislation and By-laws; the Annual Budget and Services Highlights brochure to the Public; legislative reporting based upon Municipal Act compliance; Business Plan and Budget documentation and reporting; and, the Region's Annual Financial Report.

**Description of Program Activities:**

- ◆ Advise the Committee of the Whole, Council and Senior Management on all financial matters pertaining to the Region.
- ◆ Manage the operations of the Finance Department through its divisions: Financial Services; Financial Housing Services; Business Planning, Budgets, and Risk Management; Financial Planning and Purchasing, POA - Default Fines Collections; Financial Information Management Services; Utility Finance; and Internal Audit, Compliance & Controls.
- ◆ Represent the Region's financial interests vis-à-vis other groups, including Provincial Ministries, other Regions and interest groups.
- ◆ Establish and continually review financial policies and practices within the Regional Corporation, including Durham Regional Police Service and Durham Region Transit, to ensure financial integrity and adherence to generally accepted accounting standards.
- ◆ Provide administrative support to the general operations and special activities of the Finance Department.
- ◆ Ensure adequate, accountable and transparent reporting of Budgets, Property Tax Impacts and annual year-end financial results.

**Description of Program Resources**

- ◆ 2018 Full Time Staff = 5  
2017 Full Time Staff = 5

**PROGRAM 4  
ADMINISTRATION**



**2018 Program Detail**

**Finance**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	599	703	718	-	718
Personnel Related	119	119	126	-	126
Communications	279	126	126	-	126
Supplies	160	134	134	-	134
Materials & Services	20	48	48	-	48
Equipment Maintenance & Repairs	20	8	8	-	8
Professional Services	70	101	101	-	101
<b>Operating Expenses Subtotal</b>	<b>1,267</b>	<b>1,239</b>	<b>1,261</b>	<b>-</b>	<b>1,261</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(478)	(478)	(481)	-	(481)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(478)</b>	<b>(478)</b>	<b>(481)</b>	<b>-</b>	<b>(481)</b>
<b>Total Expenses</b>	<b>789</b>	<b>761</b>	<b>780</b>	<b>-</b>	<b>780</b>
<b>Revenues</b>					
Sundry Revenue	(20)	(20)	(20)	-	(20)
Investment & Interest Income	(402)	(383)	(383)	-	(383)
Recovery from Transit	(20)	(20)	(20)	-	(20)
<b>Total Revenues</b>	<b>(442)</b>	<b>(423)</b>	<b>(423)</b>	<b>-</b>	<b>(423)</b>
<b>Net Program Expenses</b>	<b>347</b>	<b>338</b>	<b>357</b>	<b>-</b>	<b>357</b>

# PROGRAM 5 INTERNAL AUDIT, COMPLIANCE AND CONTROLS



## 2018 Program Detail

## Finance

### Purpose:

- ◆ To ensure the legislated duties and responsibilities of the Treasurer are carried out and to promote accountability of the Regional Corporation for the quality of stewardship over public funds and for the achievement of value for money and best practices in the corporation and its operations.

### Description of Program Activities:

- ◆ Review financial policies and practices within the Regional Corporation to ensure financial integrity, adherence to generally accepted accounting standards and use of best practices.
- ◆ Ensure operational processes meet or exceed audit, accountability and control requirements.
- ◆ Complete business process reviews and recommend changes to strengthen internal controls, streamline processes and continuously improve financial activities and manage business risks.
- ◆ Provide support to external audits conducted by external auditor for a multitude of programs requiring special audits.
- ◆ Ensure accountability of Regional funds by external agencies.

### Description of Program Resources

- ◆ 2018 Full Time Staff = 4  
2017 Full Time Staff = 4

**PROGRAM 5  
INTERNAL AUDIT, COMPLIANCE AND CONTROLS**



**2018 Program Detail**

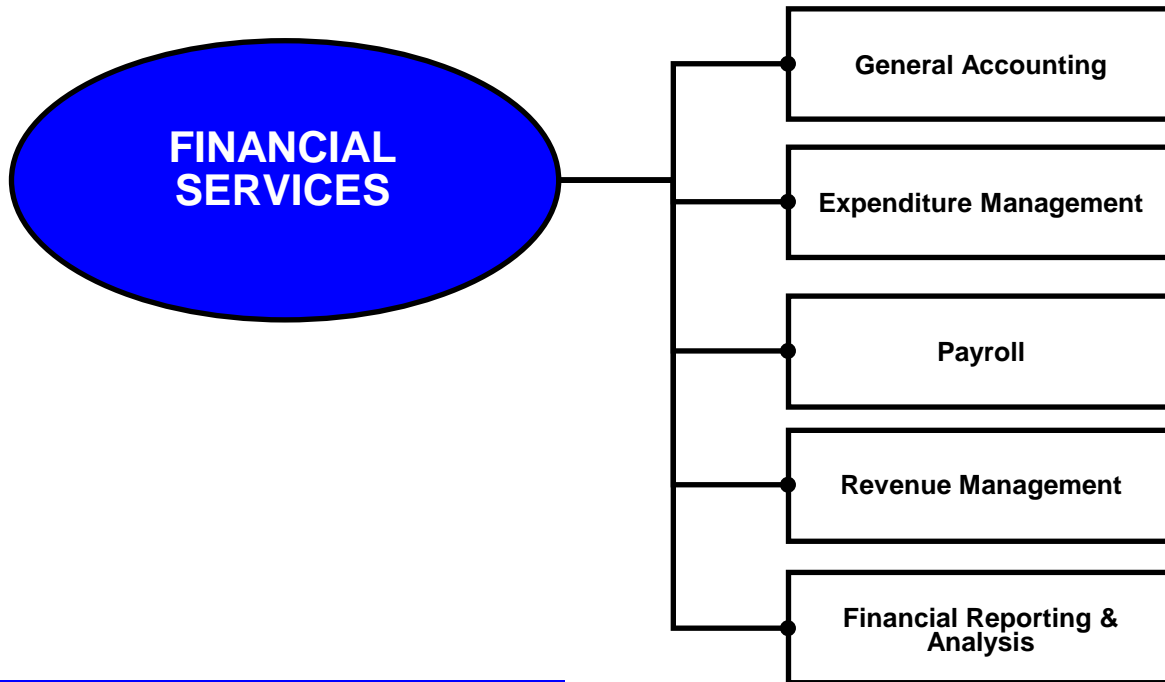
**Finance**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	526	592	605	-	605
Professional Services	31	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>557</b>	<b>592</b>	<b>605</b>	<b>-</b>	<b>605</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(444)	(444)	(454)	-	(454)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(444)</b>	<b>(444)</b>	<b>(454)</b>	<b>-</b>	<b>(454)</b>
<b>Net Program Expenses</b>	<b>113</b>	<b>148</b>	<b>151</b>	<b>-</b>	<b>151</b>



**2018 Program Detail**

**Finance**



**Purpose:**

- ◆ To provide innovative and effective financial management, reporting and accounting services to the Regional Corporation, including the operations of Durham Region Transit and Durham Regional Police Services.

**Description of Program Activities:**

- ◆ Receive and safely keep all monies of the corporation, to keep all books of account and prepare the annual consolidated financial statements.
- ◆ Receive and process vendor invoices for payment by validating and matching purchasing contract details to receiving and invoice information and issue payment in accordance with payment terms.
- ◆ Ensure payments authorized by departments match terms and conditions of purchase orders, leases, legal agreements and are in accordance with Council authorizations and Regional policies.
- ◆ Respond to internal and external inquiries or disputes, policies regarding payment, tax issues, and assist departments in reconciling and resolving vendor issues.
- ◆ Process and analyze information from accounting systems into a consolidated format for the preparation of monthly financial reports for all Regional departments, the Durham Regional Police Service and Durham Region Transit.
- ◆ Prepare regular reports to Committee and Council on the status of spending against the budgets and provide forecasts for the year. Report on Development Charges, Investments and Councillor's Remuneration and Expenses.
- ◆ Reconcile Regional tax rates as applied to Current Value Assessment by local municipalities with the remittance of taxes collected at the local level.
- ◆ Administer the Council approved Budget Management Policy.



**2018 Program Detail**

**Finance**

**Description of Program Activities (Continued):**

- ◆ Administer the Council approved vehicle reimbursement system.
- ◆ Administer payroll activities for the Region, Durham Region Transit and the Durham Regional Police Service in accordance with collective agreements, Council policies and relevant legislation.
- ◆ Assist departments in analyzing, monitoring and forecasting revenues, subsidies and expenditures, providing advice on financial impacts of new or changes to programs and trends identified.
- ◆ Provide financial data required to complete benchmarking surveys.
- ◆ Identify and develop reporting formats to improve analysis of business operations.
- ◆ Prepare, analyze and submit financial reports on subsidized programs and capital grants to third party funders (in excess of 350 reports per year).
- ◆ Prepare the consolidated financial statements, along with comprehensive working papers, for the Regional Corporation and co-ordinate the audit of the financial statements.
- ◆ Analyze changes in accounting and disclosure requirements of the Public Sector Accounting Board and the Province and implement processes, financial analysis and disclosures to maintain compliance and accountability.
- ◆ Prepare the financial statements and coordinate the audits for the Durham Municipal Insurance Pool and ancillary programs for which funders or third parties require audits.
- ◆ Issue invoices for services provided by the Region (long-term care, childcare, Durham Regional Local Housing Corporation, miscellaneous Works Department services) and collect amounts outstanding.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 42.5  
2017 Full Time Staff = 42.5

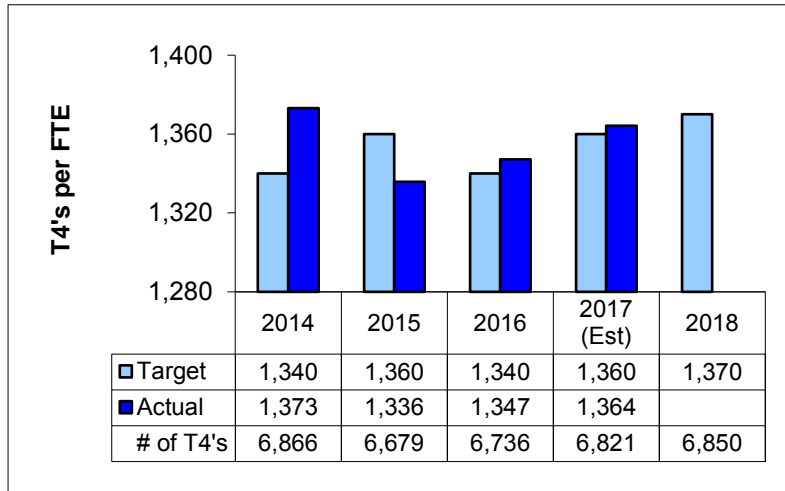


2018 Program Detail

Finance

Performance Measurements:

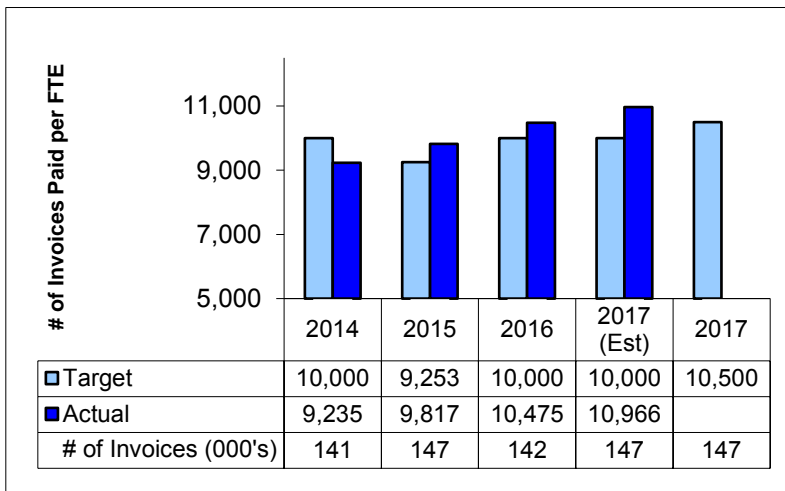
EFFECTIVENESS



T4's Issued per FTE  
Region, Police & Transit

This measure reflects the average number of employees, including students and temporary staff, for whom all payroll processing activities are handled per Payroll FTE (staff complement of five).

EFFECTIVENESS



Invoices Paid per FTE  
Region, Police & Transit

The number of invoices paid per FTE represents the average number of transactions processed by an Expenditure Management staff member, and includes all processing activities associated with the validation of the expenditure.

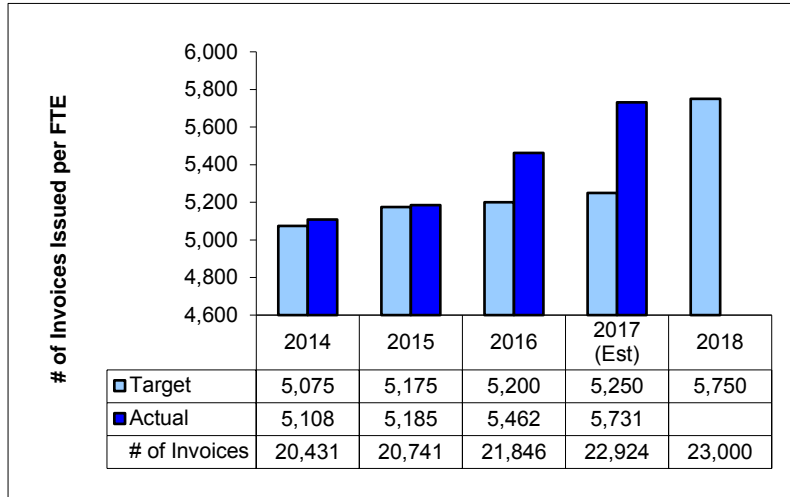


2018 Program Detail

Finance

Performance Measurements (Continued):

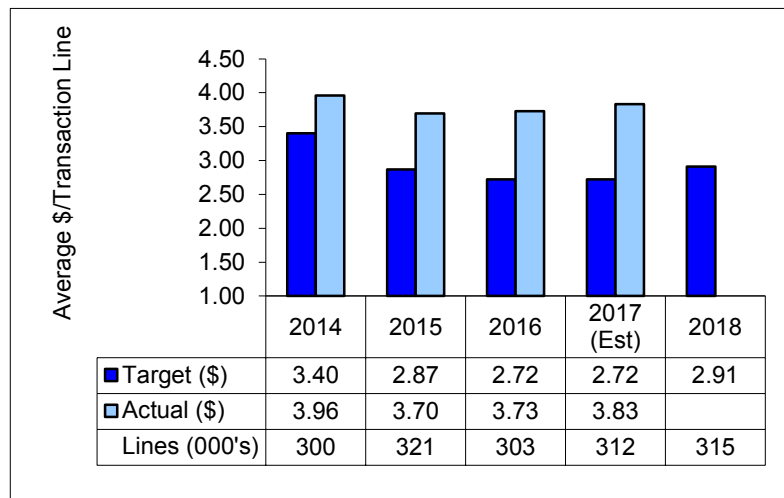
EFFECTIVENESS



Invoices Issued per FTE  
Region & Transit

The number of invoices issued per FTE represents the volume of work handled by Accounts Receivable staff in both the issuance and the collection of funds owed to the Region. The volume of billed revenues are expected to remain fairly consistent.

EFFICIENCY



Average Cost per Accounts Payable Transaction Line

The A/P Cost per Transaction Line represents the gross operating cost of the Expenditure Management section divided by the number of transaction lines processed and is indicative of the effort required to charge expenditures to the appropriate program.



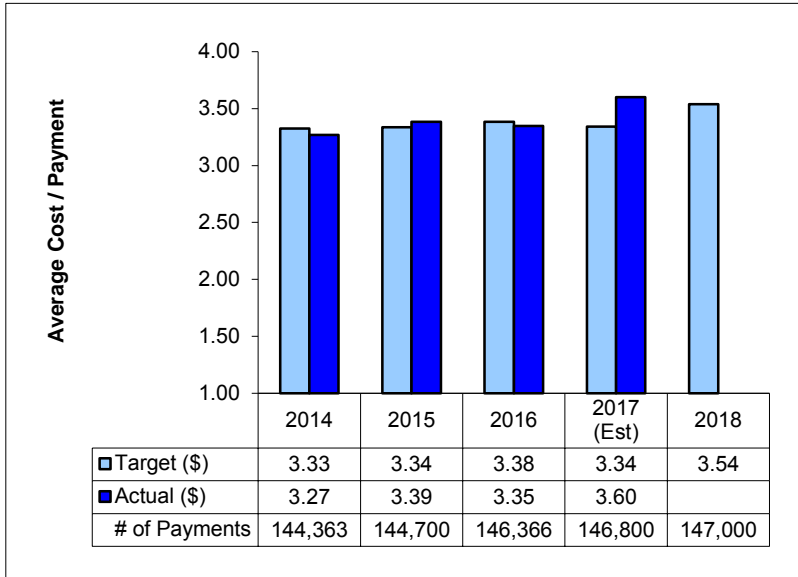


**2018 Program Detail**

**Finance**

**Performance Measurements (Continued):**

**EFFICIENCY**



**Average Cost per Payroll Payment**

The cost per payroll payment represents the gross operating cost of the Payroll section divided by the number of direct deposits / cheques for the year.

**PROGRAM 6  
FINANCIAL SERVICES**



**2018 Program Detail**

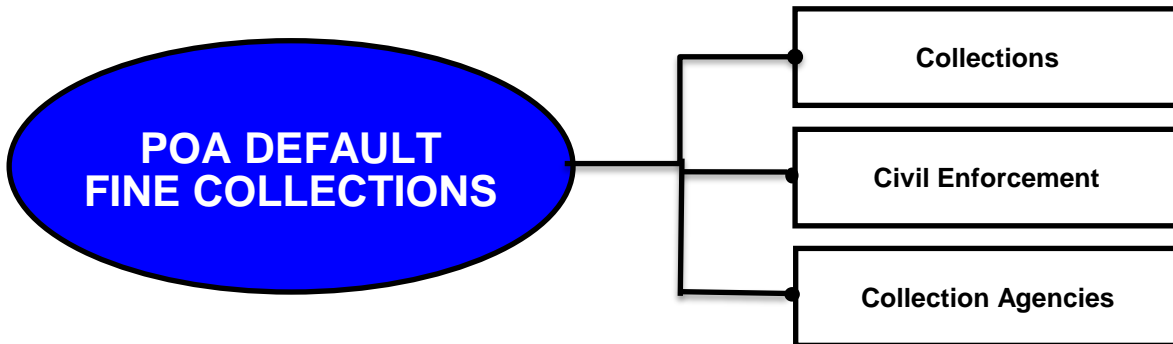
**Finance**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	4,641	4,744	4,846	-	4,846
Personnel Related	-	1	1	-	1
Communications	12	-	-	-	-
Supplies	5	-	-	-	-
Materials & Services	3	8	8	-	8
Equipment Maintenance & Repairs	3	5	5	-	5
Professional Services	99	18	18	-	18
<b>Operating Expenses Subtotal</b>	<b>4,763</b>	<b>4,776</b>	<b>4,878</b>	<b>-</b>	<b>4,878</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(379)	(380)	(388)	-	(388)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(379)</b>	<b>(380)</b>	<b>(388)</b>	<b>-</b>	<b>(388)</b>
<b>Total Expenses</b>	<b>4,384</b>	<b>4,396</b>	<b>4,490</b>	<b>-</b>	<b>4,490</b>
<b>Revenues</b>					
Sundry Revenue	(3)	(6)	(6)	-	(6)
Recovery from Transit	(551)	(551)	(564)	-	(564)
<b>Total Revenues</b>	<b>(554)</b>	<b>(557)</b>	<b>(570)</b>	<b>-</b>	<b>(570)</b>
<b>Net Program Expenses</b>	<b>3,830</b>	<b>3,839</b>	<b>3,920</b>	<b>-</b>	<b>3,920</b>



2018 Program Detail

Finance



**Purpose:**

- ◆ To collect outstanding Provincial Offences fines in default.
- ◆ Collection activities are undertaken on fines in a default status (over 90 days old).
- ◆ Collection activity costs are more than recovered by default fine revenue collected.
- ◆ Maintain collection tools, resources and processes.
- ◆ Provide collection services to another court jurisdiction and assist with collections for other Regional program areas.

**Description of Program Activities:**

- ◆ Locate default fine offenders through various skip tracing techniques.
- ◆ Issue collection letters, place calls to debtors and negotiate payment arrangements. Up to two notices are issued on every default fine. Handle in bound calls and make payment arrangements with debtors.
- ◆ Assign cases to a number of collection agencies to assist in collection efforts. Monitor collection agency performance and periodically recycle fines between agencies.
- ◆ Work in conjunction with POA Court Administration, Prosecution and Legal Services in civil enforcement activities (certificates of default, garnishments, writs of seizure and sale, etc.).
- ◆ In conjunction with Legal Services obtain judgment against debtors and collect overdue amounts via garnishments and seizure and sale of assets.
- ◆ Work closely with the POA Court Administration in exchanging information relating to fines in default, debtors and payment arrangements.
- ◆ Share information concerning collection activities, tools and resources with other court jurisdiction collection divisions to enhance collection services. Participate in Ontario Municipal Tax and Revenue Association (OMTRA) and the Municipal Court Manager's Association.
- ◆ Provide collection services on a cost recovery basis to another court jurisdiction and other Regional program areas.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 7
- 2017 Full Time Staff = 7

**PROGRAM 7  
POA DEFAULT FINE COLLECTIONS**

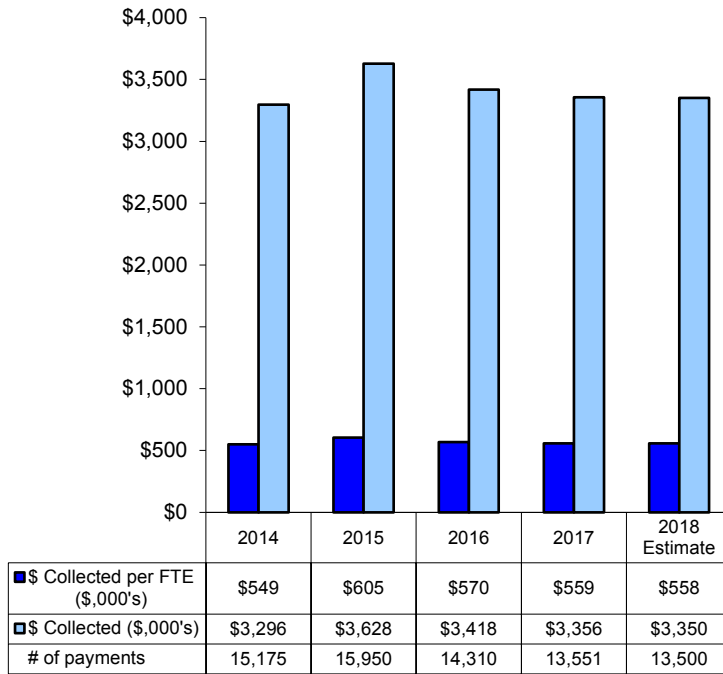


**2018 Program Detail**

**Finance**

**Performance Measurements:**

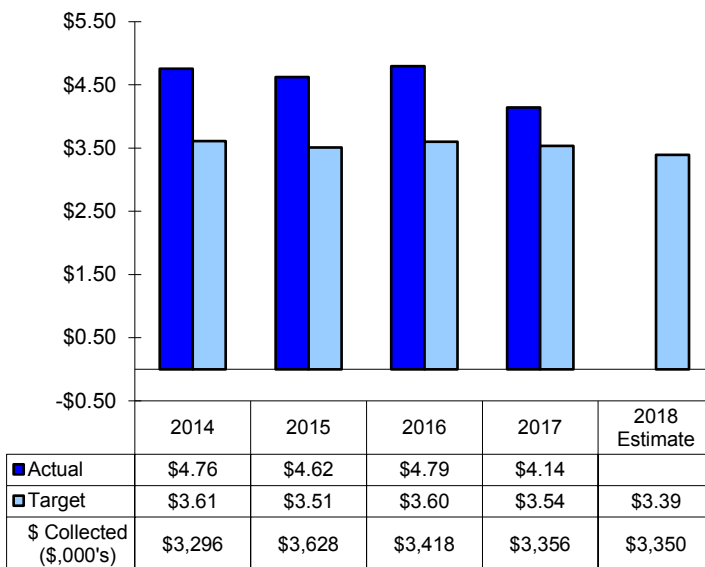
**EFFECTIVENESS**



**\$ Collections per FTE**

Collection processes include automated issuance of collection notices, skip tracing, negotiating payment arrangements and proceeding with civil enforcement where necessary.

**EFFICIENCY**



**Payback Ratio**

Every dollar spent in the collection of POA Defaulted Fines is expected to result in \$3.39 recovered in 2018.

**PROGRAM 7  
POA DEFAULT FINE COLLECTIONS**



**2018 Program Detail**

**Finance**

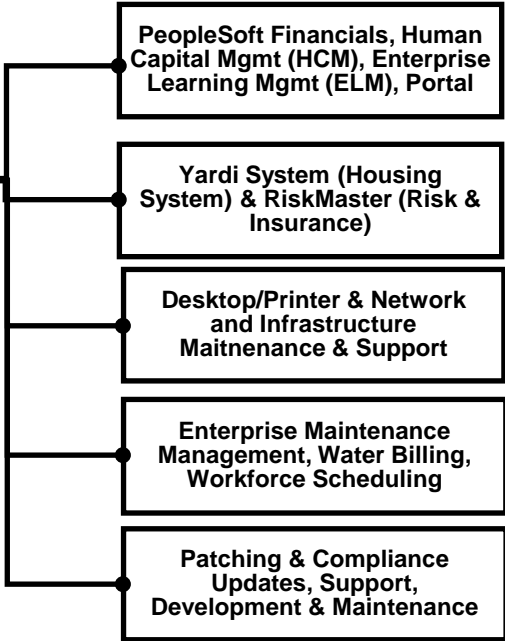
Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	746	744	764	-	764
Personnel Related	3	4	4	-	4
Communications	19	21	21	-	21
Supplies	1	6	6	-	6
Computer Maintenance & Operations	121	135	135	-	135
Materials & Services	5	8	8	-	8
Equipment Maintenance & Repairs	1	2	2	-	2
Professional Services	159	301	301	-	301
Financial Expenses	21	20	20	-	20
<b>Operating Expenses Subtotal</b>	<b>1,076</b>	<b>1,241</b>	<b>1,261</b>	<b>-</b>	<b>1,261</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(835)	(979)	(1,017)	-	(1,017)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(835)</b>	<b>(979)</b>	<b>(1,017)</b>	<b>-</b>	<b>(1,017)</b>
<b>Gross Operating Expenses</b>	<b>241</b>	<b>262</b>	<b>244</b>	<b>-</b>	<b>244</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	3	-	3
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Total Expenses</b>	<b>241</b>	<b>262</b>	<b>247</b>	<b>-</b>	<b>247</b>
<b>Revenues</b>					
Fees & Service Charges	(49)	(55)	(55)	-	(55)
Revenue from Municipalities	(147)	(150)	(150)	-	(150)
Investment & Interest Income	(80)	(75)	(75)	-	(75)
<b>Total Revenues</b>	<b>(276)</b>	<b>(280)</b>	<b>(280)</b>	<b>-</b>	<b>(280)</b>
<b>Net Program Expenses</b>	<b>(35)</b>	<b>(18)</b>	<b>(33)</b>	<b>-</b>	<b>(33)</b>

# PROGRAM 8 FINANCIAL INFORMATION MANAGEMENT SERVICES



## 2018 Program Detail

## Finance



### Purpose:

- ◆ To provide the Finance Department and Regional Departments with fully supported and secure Financial Information Management Services (FIMS).
- ◆ Ensure the long term technology plan for the Finance Department remains current.
- ◆ Identify and implement further Finance applications & modules.
- ◆ To provide implementation and support of the Finance Department computer software and hardware technology.

### Description of Program Activities:

- ◆ Improve the use of management information technology to obtain higher levels of timeliness, efficiency and effectiveness.
- ◆ Update the long-term technology plan for the Finance Department.
- ◆ Enhance and support the software version of PeopleSoft Financials, HR/Payroll (HCM) and Learning Management to provide more flexibility as well as to ensure that government compliance of legislated changes (for example, payroll tax, ESA) are securely and accurately implemented.
- ◆ Upgrade activities to maintain the PeopleSoft Applications including the modules of:
  - ◆ General Ledger/ Reporting
  - ◆ Payroll
  - ◆ Purchasing
  - ◆ Human Resources
  - ◆ Accounts Payable
  - ◆ Base Benefits
  - ◆ Billing and Receivables
  - ◆ Time and Labour
  - ◆ Inventory
  - ◆ Position Management
  - ◆ Budgeting
  - ◆ Learning Management
  - ◆ Project Costing
  - ◆ Recruiting Management
  - ◆ Asset Management
  - ◆ Resume/Candidate Gateway
  - ◆ Project Management

## PROGRAM 8 FINANCIAL INFORMATION MANAGEMENT SERVICES



### 2018 Program Detail

### Finance

#### Description of Program Activities (Continued):

- ◆ The 2018 Budget provides resources necessary to support and maintain critical business applications, such as PeopleSoft Financials, PeopleSoft HCM, PeopleSoft ELM, PeopleSoft Interaction Hub/Portal, Yardi, and RiskMaster.
- ◆ The 2018 Budget also provides resources to work with Corporate Departments as well as Durham Region Police Service and Durham Region Transit Commission on the implementation of Enterprise Maintenance Management, Water Billing, Property & Service Management and Enterprise Workforce Scheduling systems.
- ◆ Implement technology enhancements based on the long-term technology plan for the Finance Department.
- ◆ Participate in the corporate networking activities to ensure that the Finance Department works within the general guidelines of Corporate Technology. Assist in defining direction of Corporate Technology.
- ◆ Support and upgrade the Finance Department technology infrastructure network and personal computers ensuring that Corporate Financial data is secure, accessible, and backed-up.

#### Description of Program Resources:

- ◆ 2018 Full Time Staff = 21  
2017 Full Time Staff = 21

**PROGRAM 8  
FINANCIAL INFORMATION MANAGEMENT SERVICES**

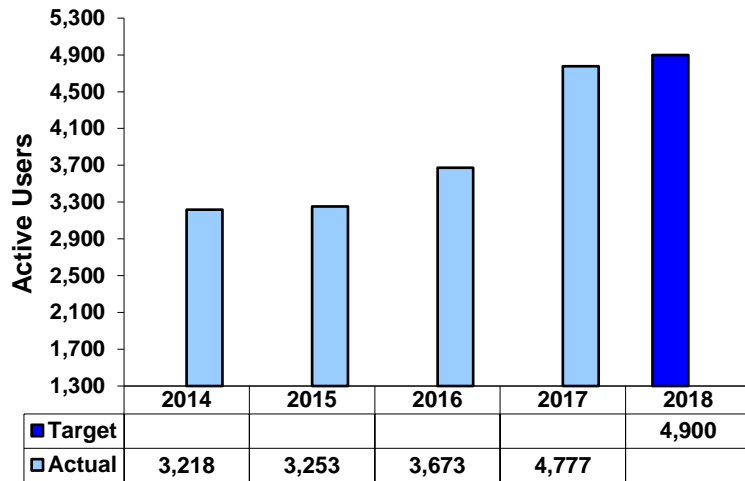


**2018 Program Detail**

**Finance**

**Performance Measurements:**

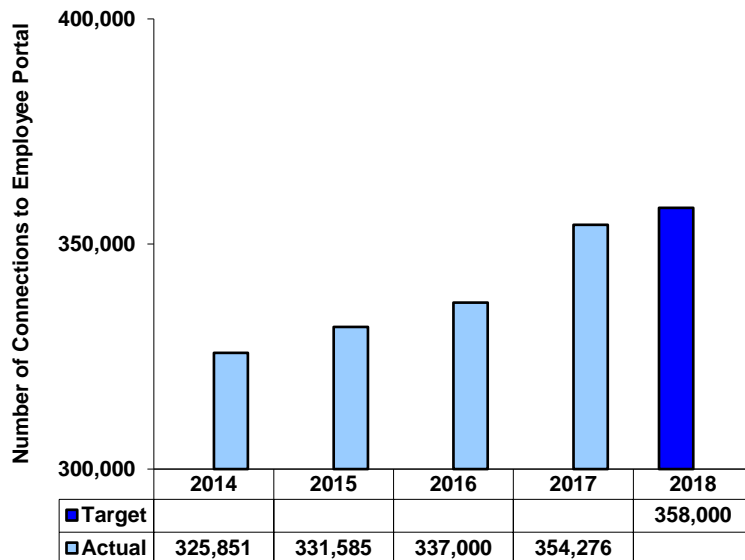
**EFFECTIVENESS**



**Active PeopleSoft Users  
Region, Police, Transit**

*The number of individuals who from a day to day job perspective, and employee self service are Active, Registered users of the PeopleSoft Financials, Human Capital Management, and Learning Management Application*

**EFFECTIVENESS**



**Number of Connections to  
Employee Regional Portal**

*The number of occurrences that individuals have accessed the Regional Portal to perform work related functions, process information through Employee Self Service, or to utilize the Inquiry functions within the PeopleSoft applications*



**PROGRAM 8**  
**FINANCIAL INFORMATION MANAGEMENT SERVICES**



**2018 Program Detail**

**Finance**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,497	2,781	2,834	-	2,834
Personnel Related	21	52	52	-	52
Communications	1	1	1	-	1
Supplies	-	3	3	-	3
Computer Maintenance & Operations	1,311	1,238	1,238	-	1,238
Materials & Services	1	-	-	-	-
Equipment Maintenance & Repairs	2	9	9	-	9
Professional Services	194	144	144	-	144
<b>Operating Expenses Subtotal</b>	<b>4,027</b>	<b>4,228</b>	<b>4,281</b>	<b>-</b>	<b>4,281</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(664)	(664)	(670)	-	(670)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(664)</b>	<b>(664)</b>	<b>(670)</b>	<b>-</b>	<b>(670)</b>
<b>Gross Operating Expenses</b>	<b>3,363</b>	<b>3,564</b>	<b>3,611</b>	<b>-</b>	<b>3,611</b>
<b>Tangible Capital Assets</b>					
Replacement	306	306	258	-	258
<b>Total Tangible Capital Assets</b>	<b>306</b>	<b>306</b>	<b>258</b>	<b>-</b>	<b>258</b>
<b>Total Expenses</b>	<b>3,669</b>	<b>3,870</b>	<b>3,869</b>	<b>-</b>	<b>3,869</b>
<b>Revenues</b>					
Revenue from Related Entities	(801)	(801)	(802)	-	(802)
<b>Total Revenues</b>	<b>(801)</b>	<b>(801)</b>	<b>(802)</b>	<b>-</b>	<b>(802)</b>
<b>Net Program Expenses</b>	<b>2,868</b>	<b>3,069</b>	<b>3,067</b>	<b>-</b>	<b>3,067</b>

\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	3,067
Less: Tangible Capital Assets	(258)
Net Operating Program Expenses Per Program Summary	<u>2,809</u>



**2018 Program Detail**

**Finance**

**Purpose:**

- ◆ Funding of the COMRA Marine Rescue Association ("COMRA") and the Pickering Auxiliary Rescue Association ("PARA")

**Description of Program Activities:**

- ◆ COMRA/PARA are charitable organizations that provide a marine search and rescue capability in Canadian waters of Lake Ontario adjacent to the Region of Durham. Related activities include the following:
  - ◆ Operate and maintain rescue vessels
  - ◆ Provide training to develop and maintain volunteer competency and vessel operational safety
  - ◆ Educate the public in support of the Search and Rescue Prevention objectives of the Canadian Coast Guard Auxiliary
  - ◆ Assist in humanitarian and civil incidents within provincial, regional, or municipal areas of responsibility as directed
- ◆ Working cooperatively with the Canadian Coast Guard Auxiliary and the Durham Regional Police Service, both organizations are comprised of volunteer members providing many hours of service annually. Volunteers undertake administrative aspects as well as participating in scheduled boat crews/vessel patrol days. There are also emergency call-up lists for activation at any time of the day or night.
- ◆ The Region's funding excludes such items as purchase of vessels and uniforms.

**Performance Measurement/Data:**

- ◆ Search and rescue incidents were reported at:

	2016	2017
COMRA	13	6
PARA	11	14

These missions involve water crafts experiencing mechanical breakdowns, being disabled, adrift, and also there have been incidents involving persons going overboard.

- ◆ Number of volunteers: COMRA 30; PARA 50
- ◆ Target vessel availability: 95 per cent for call-up during the boating season
- ◆ Vessel availability for call-up during the boating season: COMRA: 100 per cent; PARA: 96.66 per cent



**2018 Program Detail**

**Finance**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Outside Agency Expenses	84	84	85	-	85
<b>Net Program Expenses</b>	<b>84</b>	<b>84</b>	<b>85</b>	<b>-</b>	<b>85</b>

Allocation:	
COMRA	42
PARA	43
	<u>85</u>

**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Finance**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Finance**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>536</b>	<b>536</b>	<b>492</b>	<b>55</b>	<b>547</b>

**PROGRAM 11  
TANGIBLE CAPITAL ASSETS - NEW**



**2018 Program Detail**

**Finance**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Business Planning, Budgets and Risk Management - Program 1</u></b>			
1 Laptop Computer with Monitor	1	1,750	1,750
2 Office Furniture	1	10,000	10,000
			<b><u>11,750</u></b>

**PROGRAM 12**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Finance**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>POA - Default Fine Collections - Program 7 (Included in Program Detail Page)</u></b>			
1 Desktops	2	700	1,400
2 Laptop	1	1,500	1,500
			<u><b>2,900</b></u>
<b><u>Financial Information Management Services - Program 8</u></b>			
3 Desktops	35	700	24,500
4 Laptops	27	1,500	40,500
5 Desktop - Multi- tasking and Large Data Applications	1	3,700	3,700
6 Monitors	6	250	1,500
7 Printers	2	5,000	10,000
8 Servers	3	15,000	45,000
9 Backup System	1	103,000	103,000
10 Data Center Infrastructure Upgrades	1	30,000	30,000
			<u><b>258,200</b></u>
<b><u>Financial Housing Services - Program 3 (Included in Program Detail Page)</u></b>			
11 Laptops	2	1,500	<u><b>3,000</b></u>
		<b>Total</b>	<u><u><b>264,100</b></u></u>

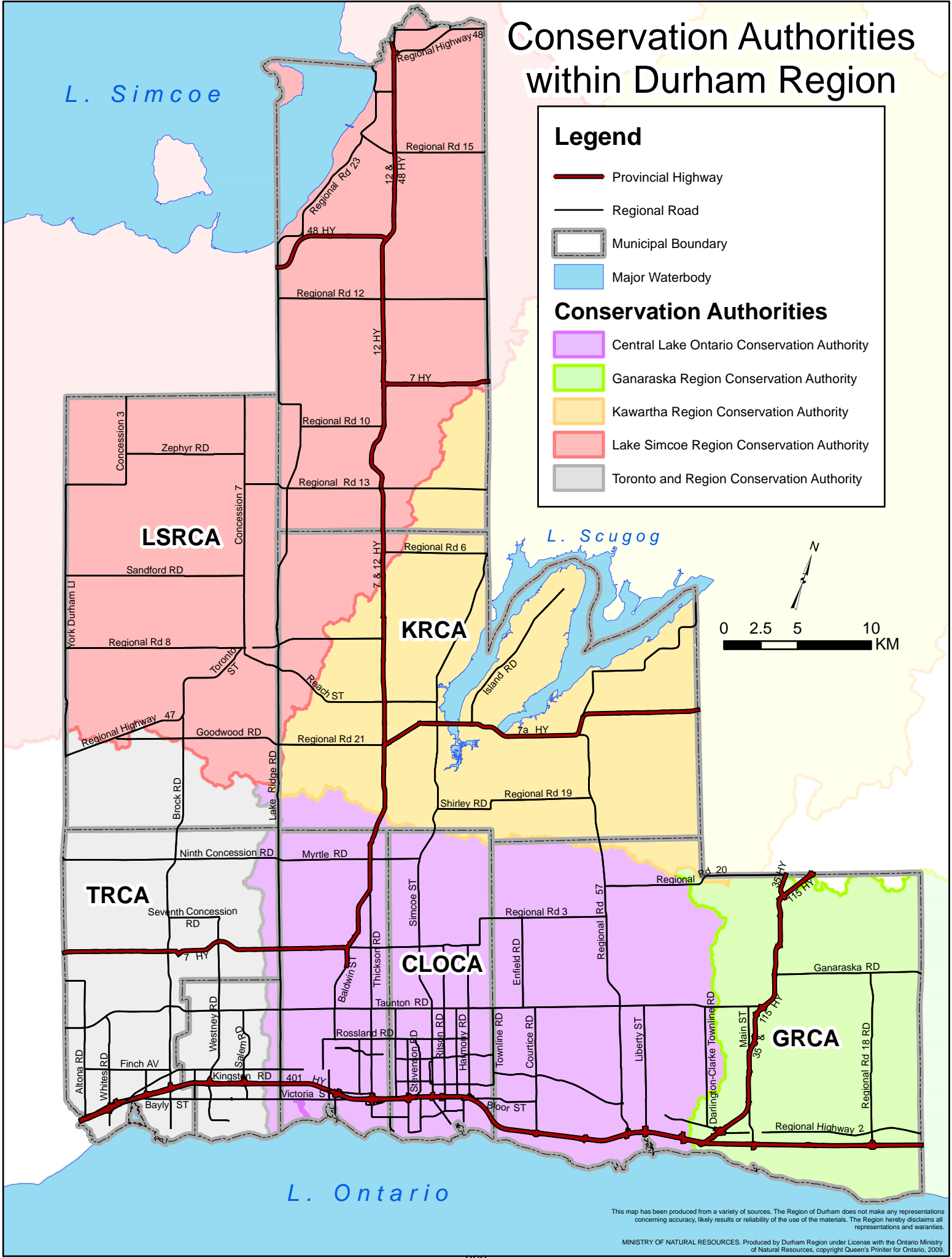
<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>CONSERVATION AUTHORITIES</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>MAP OF CONSERVATION AUTHORITIES WITHIN DURHAM REGION....</b>	<b>969</b>
<b>PROGRAM SUMMARY .....</b>	<b>970</b>
<b>CONSERVATION AUTHORITIES BUDGET SUBMISSIONS</b>	
Central Lake Ontario Conservation Authority .....	972
Kawartha Conservation Authority .....	1000
Ganaraska Region Conservation Authority .....	1010
Toronto & Region Conservation Authority .....	1018
Lake Simcoe Region Conservation Authority .....	1028



# Conservation Authorities within Durham Region

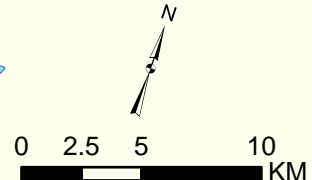


## Legend

- Provincial Highway
- Regional Road
- Municipal Boundary
- Major Waterbody

## Conservation Authorities

- Central Lake Ontario Conservation Authority
- Ganaraska Region Conservation Authority
- Kawartha Region Conservation Authority
- Lake Simcoe Region Conservation Authority
- Toronto and Region Conservation Authority



**LSRCA**

**KRCA**

**TRCA**

**CLOCA**

**GRCA**

L. Simcoe

L. Scugog

L. Ontario

This map has been produced from a variety of sources. The Region of Durham does not make any representations concerning accuracy, likely results or reliability of the use of the materials. The Region hereby disclaims all representations and warranties.

## PROGRAM SUMMARY



### 2018 Business Plan

### Conservation Authorities

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>					
Central Lake Ontario	3,779	3,779	3,872	-	3,872
Kawartha	578	578	601	3	604
Ganaraska	437	437	448	10	458
Toronto and Region	611	611	626	-	626
Lake Simcoe Region	258	258	263	(8)	255
<b>Operating Programs Subtotal</b>	<b>5,663</b>	<b>5,663</b>	<b>5,810</b>	<b>5</b>	<b>5,815</b>
<b>2 Special Benefiting Programs</b>					
Kawartha	132	132	141	-	141
Ganaraska	225	225	228	-	228
Toronto and Region	802	802	813	-	813
Lake Simcoe Region	463	463	471	-	471
<b>Special Benefiting Programs Subtotal</b>	<b>1,622</b>	<b>1,622</b>	<b>1,653</b>	<b>-</b>	<b>1,653</b>
<b>3 Special One-Time Funding</b>					
Central Lake Ontario - Watershed Plan Update	-	-	100	-	100
Ganaraska - Watershed Plan Update	-	-	50	-	50
Lake Simcoe - Scanlon Creek Renovation Project	-	-	39	-	39
Lake Simcoe - Scanlon Creek Operations Centre Infrastructure Maintenance	24	24	-	-	-
<b>Special One-Time Funding Subtotal</b>	<b>24</b>	<b>24</b>	<b>189</b>	<b>-</b>	<b>189</b>
<b>4 Land Management Funding</b>					
Central Lake Ontario	-	-	85	-	85
Kawartha	-	-	15	-	15
Ganaraska	-	-	37	-	37
Toronto and Region	-	-	41	-	41
Lake Simcoe Region	-	-	22	-	22
<b>Land Management Funding Subtotal</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>200</b>

## PROGRAM SUMMARY



### 2018 Business Plan

### Conservation Authorities

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
<b>5 YPDT Ground Water Management</b>					
Toronto and Region	175	175	175	-	175
<b>YPDT Ground Water Management Subtotal</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>175</b>
<b>Net Program Expenses</b>	<b>7,484</b>	<b>7,484</b>	<b>8,027</b>	<b>5</b>	<b>8,032</b>



## 2018 Business Plan

## Central Lake Ontario Conservation Authority

By Program (\$,000's)	2017		2018		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Change \$	Proposed Budget \$
<b>1 Operating Programs</b>	3,779	3,779	3,872	-	3,872
<b>2 Special One-Time Funding</b>					
Central Lake Ontario - Watershed Plan Update	-	-	100	-	100
<b>Special One-Time Funding Subtotal</b>	-	-	100	-	100
<b>3 Land Management Funding</b>	-	-	85	-	85
<b>Net Program Expenses</b>	<b>3,779</b>	<b>3,779</b>	<b>4,057</b>	<b>-</b>	<b>4,057</b>



100 Whiting Avenue  
Oshawa, Ontario  
L1H 3T3  
Phone (905) 579-0411  
Fax (905) 579-0994

Web: [www.cloca.com](http://www.cloca.com)  
Email: [mail@cloca.com](mailto:mail@cloca.com)

**Member of Conservation Ontario**

January 12, 2018

CLOCA IMS: AFNB45

Mr. R.J. Clapp, Commissioner of Finance and Treasurer  
The Regional Municipality of Durham  
605 Rossland Road East, PO Box 623  
Whitby, ON L1N 6A3

Dear. Mr. Clapp:

**Subject: 2018 CLOCA Budget Submission**

CLOCA is pleased to submit its 2018 Preliminary Budget. CLOCA Board Members, at a meeting on November 21, 2017, considered the attached Staff Report #5554-17 and the following resolution was adopted (as extracted from unapproved minutes).

**Auth. Res. #87/17, dated November 21, 2017**

***“THAT Staff Report #5554-17 be received for information; and,  
THAT the 2018 Preliminary Budget, including Special Capital Requests of:***

- 1. \$200,000 for Watershed Plan 5 year Update***
- 2. \$100,000 for Lynde Shores Conservation Area Parking***
- 3. \$50,000 for Shoreline Management Plan Update***
- 4. \$10,000 for Conservation Areas Master Plan***
- 5. \$50,000 for Corporate Climate Change Plan***

***be approved for circulation to the Region of Durham.”***

**CARRIED**

CLOCA’s 2018 Operating budget request of \$3,822,155 and Special Municipal Levy budget request of \$50,000 for the Durham Children’s Watershed Festival adheres to the Region’s Guideline for the Preparation of the 2018 Business Plans and Property Tax Budget

cont’d.....2

Page 1 of 2

***What we do on the land is mirrored in the water***



Mr. R.J. Clapp, Commissioner of Finance and Treasurer  
The Regional Municipality of Durham

Page 2  
January 12, 2018

**Special Capital Levy Requests**

Five Special Capital Requests are included in the 2018 budget submission. The five capital projects are all specifically identified in CLOCA's Strategic Plan and are as follows:

- 1. Watershed Plan 5 Year Updates**
- 2. Lynde Shores Conservation Area Parking**
- 3. Shoreline Management Plan Update**
- 4. Conservation Areas Master Plan**
- 5. Corporate Climate Change Plan**

See attachments for details on each of the Special Capital Levy Requests.

Also attached please find a copy of CLOCA's 5-year operating and capital forecast.

With the support of the Region of Durham, CLOCA will continue to advance watershed health and through engagement, science and conservation. Thank you for your continued support.

Sincerely,

Chris Darling, MCIP, RPP  
**Chief Administrative Officer**  
RC/CD/ms  
Attach.

cc: Nicole Pincombe, Region of Durham  
Don Mitchell, Chair, Central Lake Ontario Conservation Authority

Attach:


1. Staff Report 5554-17
2. Watershed Plan 5 Year Update
3. Lynde Shores Conservation Area Parking
4. Shoreline Management Plan Update
5. Conservation Areas Master Plan
6. Corporate Climate Mitigation Plan
7. Five Year Operating and Capital Forecasts



# REPORT

## CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY

DATE: November 21, 2017  
FILE: AFNB45  
S.R.: 5554-17  
MEMO TO: Chair and Members, CLOCA Board of Directors  
FROM: Rose Catulli, Director of Corporate Services  
SUBJECT: **2018 Preliminary Budget**

APPROVED BY C.A.O. 

The formulation of the 2018 preliminary budget involved the consideration of the current budget, programming requirements, alignment with CLOCA's Strategic Plan priorities and actions and budget direction guidelines from the Region of Durham. The Region of Durham approved guideline for the preparation of the 2018 Business Plan and Budget is as follows:

Operating Budget – increase of 2.5%

The preliminary operating and special municipal levy budget summary attached meets the Region's Guideline for the 2018 Regional Business Plans and Property Tax Budget as follows:

<b>General Operating Levy</b>	<b>\$ 3,822,155</b>
<b>Special Municipal Levy - Durham</b>	
<b>Children's Watershed Festival</b>	<b>\$ 50,000</b>
	<b>\$ 3,872,155</b>

The 2018 preliminary operating budget is similar to the approved 2017 budget. Variations from the 2017 budget include the following:

### **Revenue:**

We are anticipating additional revenue for 2018 primarily relating to fees to be collected from the Columbus Sub-watershed Study Phase 2 component and the West Whitby subdivision clearance fees. Revised fee schedules for Planning and Regulation Services have been budgeted on the basis of a 5% increase for 2018; this reflects inflationary increases and the additional staff complement necessary to support the current demand for planning and regulation services.

The 2018 Federal Grant funding is significantly lower due primarily to the substantial funds received in 2017 through the Canada 150 Grant fund.

The 2018 budgeted reserve transfer of \$22,600 relates to forestry management expenditures within our conservation areas (\$15k), transfer of interest earned for the Schillings tract (-\$150) and a transfer of excess funds for the Roger's Property (-\$37,450k).

Deferred Revenue for 2018 consists of YPDT program (\$87k), McLaughlin Bay (\$12,800) which represents funds received from Environment Canada, West Whitby revenue dedicated to a staff hire in 2017 (\$33,200) which will continue in 2018, head office carpet (\$42k) and Lynde Shores CA (\$10k) relating to construction projects not completed in 2017.

Cont'd

***Cost and Expenditures:***

Administrative expenses are budgeted higher to reflect the fee collected for managing the Roger's Property account.

Materials, Supplies and Services are budgeted lower due to the completion of the Heber Down Canada 150 project, the Bowmanville Marsh restoration and the McLaughlin Bay restoration.

The cost for water sampling is budgeted higher to reflect CLOCAs enhanced water sampling program.

Equipment expenditures are budgeted higher to reflect 10 picnic tables for LSCA and PWCA, a new pay & display unit for the Heber Down Dog Park and the installation of the main office carpet, which was deferred from 2017.

**Land Care Funding**

In February 2016, Durham Region Council directed Regional staff to undertake a review and report back on the Region's Conservation Authorities' land holdings and land management funding model. This review is critical to addressing urgent management requirements for conservation lands within Durham Region. Regional staff has indicated that they anticipate completing and presenting the funding model for consideration at the February 14, 2018 Regional Council meeting when the Region's final budget is considered. Regional Councils approval of the funding model will subsequently be incorporated into CLOCAs final recommended 2018 budget in May 2018.

**Special Capital Levy Requests**

Five Special Capital Requests are included in the 2018 budget. The five capital projects are all specifically identified in CLOCA's Strategic Plan and are described as follows:

**1. Watershed Plan 5 Year Updates**

In 2012 and 2013, watershed plans were completed for the major watershed in CLOCAs jurisdiction. The Plans provide valuable watershed information critically needed for decision making and program implementation at CLOCA and is an important component in integrated planning as required by the Province and Region (Growth Plan, Greenbelt Plan, Oak Ridges Moraine Plan and Durham Region Official Plan) to support growth, new and expanding infrastructure, and comprehensive municipal servicing master plans. These Plans need to be updated to ensure that they remain effective in addressing natural resource management.

CLOCA's Strategic Plan includes an objective of working with watershed partners to further implement science-based watershed plans and related management plans to protect, restore and enhance watershed health. An action item under this objective is to ensure that watershed plans are completed and updated.

CLOCA had previously requested funding for 2017 to update our Watershed Plans in accordance with provincial policy. At the September 20, 2016 Authority Board meeting, the Board endorsed a recommendation seeking the necessary financial assistance of \$200,000 from the Region to undertake the 5 year update of the watershed plans. During the 2017 budget deliberations, this funding request was deferred to the 2018 budget process as Regional staff needed additional time to fiscally plan for watershed plan updates on a comprehensive and region-wide basis. In accordance with the Regions Climate Adaption Plan, completion of watershed plan updates will include climate change adaptation considerations. Funding requested for 2018 is \$200,000.

**2. Lynde Shores Conservation Area Parking (Phase 2)**

Through the 2017 budget deliberations, the Region approved special funding to CLOCA for parking improvements at the Lynde Shores Conservation Area. Consistent with the objective of building capacity for land management and by investing in innovative public infrastructure in CLOCAs Strategic Plan, the parking improvements are critical to the safety and ongoing operation of Lynde Shores. The parking improvements are planned over a two-year period (2017 and 2018). Phase 1 Special Capital request was for \$150,000 and included the following work to be completed in 2017:

Cont'd



- Hard surfacing a new parking area from Halls Road
- Paved connecting trail
- Nature trail loop
- Pay and Display
- Landscaping and lighting

Phase 2 Special Capital request was for \$200,000 for the following work to be completed in 2018:

- Paving the parking area
- New washroom/comfort station
- Final landscaping

Regional Council referred the Phase 1 funding request of \$150,000 to Regional staff to work with CLOCA to coordinate and ensure efficiencies with the Regions current capital projects in the area. The only Phase 1 work completed in 2017 was the hard surfacing of the parking area. All other Phase 1 work could not be coordinated for completion in 2017. As a result, funding in the amount of \$100,000 is requested for 2018 to provide for on-going coordination with Regional capital projects. An additional \$165,000 will be requested in 2019 to complete the parking area

2018 Phase 1:	\$100,000
2019 Phase 2:	\$165,000

### **3. Shoreline Management Plan Update**

CLOCAs Strategic Plan identifies an objective of committing to prioritizing, managing and reducing risk associated with natural hazards. In order to fulfil this objective a task of updating the Lake Ontario Shoreline Management Plan (LOSMP) has been identified to be completed in 2019. The existing LOSMP is dated 1990 and covers the shoreline within CLOCAs, Ganaraska Region Conservation Authority and Lower Trent Conservation Authority jurisdiction. The LOSMP: inventoried existing structures on the shoreline; reviewed coastal processes on the shoreline; defined flood and erosion limits for the study area; identified concentrations of natural hazards in conflict with existing development in specific shoreline 'Damage Centres; reviewed environmentally sensitive areas; and identified shoreline protection concepts and land use considerations.

In January 2017 the International Joint Commission (IJC) implemented a new water regulation plan for the outflows of Lake Ontario (known as plan 2014). The plan was agreed to by the USA and Canada in order to improve environmental performance while maintaining most of the benefits of the previous regulation plan. The implementation of the 2014 adaptive management plan was viewed as a more balanced approach to flow management that balances lake ecosystem health and climate change implications. Coincidentally with the implementation of the new regulation plan the spring of 2017 had extreme wet weather in April and May (~2-3 times average rainfall amounts) resulting in high water levels across the Lake Ontario – St. Lawrence River system. With the extreme high water levels in Lake Ontario, significant flooding and erosion occurred along the shoreline impacting many shoreline communities within CLOCAs jurisdiction.

The LOSMP needs to be updated to reflect the changing conditions on the shoreline and the current legislative and policy framework for shoreline areas. It will provide valuable information on how natural hazards along Lake Ontario should be managed to protect people and property. The funding request is a joint request among the three conservation authorities based on the geographical extent of shoreline area. A consultant will be required to complete the update. The total cost of the project is estimated to be \$300,000 with CLOCAs share being \$50,000. Funding requested for this update report is \$50,000 for 2018.

Cont'd

**4. Conservation Areas Master Plan**

CLOCA currently owns over 2400 hectares of land and maintains public infrastructure for eight public Conservation Areas. CLOCA's Strategic Plan identifies an objective of enhancing the use of Conservation Areas. To achieve this objective the Strategic Plan includes an action to complete a Conservation Management Master Plan. This Plan is to be completed in 2019 and will identify the activities and investments needed to ensure CLOCA's Conservation Areas meet the needs of our community and provides the appropriate balance between environmental protection, culture and recreation and tourism needs. Consultant services will be required to assist in the development of this Master Plan. Funding requested for 2018 for Phase 1 is \$10,000. Funding for Phase 2 (2019) will be \$40,000.

**5. Corporate Climate Change Plan**

CLOCA's Strategic Plan identifies an objective of completing a CLOCA Climate Change Adaptation and Mitigation Strategy in 2018. Rising temperatures, changing precipitation (type and amount), shifting wind patterns and increased frequency of severe weather events are the markers of climate change, and scientific evidence has confirmed that humans have played a role in influencing climate change particularly through the release of greenhouse gases into earth's atmosphere. Greenhouse gases can be reduced and by conducting a corporate energy audit and plan, CLOCA will be able to take action to lessen our greenhouse gas emissions.

To target reduction of CLOCA's emissions, an inventory of the Authority's existing buildings, fleet, energy use, etc., and a forecast of future use is required. A realistic target reduction goal in greenhouse gas emissions will be set and an emission reduction plan will be developed. To accomplish this task, consultant services are required. Funding in the amount of \$50,000 is requested.

**Next Steps**

A final budget report will be brought forward in 2018 to the Board once CLOCA approves the 2018 fee schedule and the Region has approved the General Levy and Special Capital request.

**Auth. Res. #87/17, dated November 21, 2017**

***“THAT Staff Report #5554-17 be received for information; and,  
THAT the 2018 Preliminary Budget, including Special Capital Requests of:***

- 1. \$200,000 for Watershed Plan 5 year Update***
- 2. \$100,000 for Lynde Shores Conservation Area Parking***
- 3. \$50,000 for Shoreline Management Plan Update***
- 4. \$10,000 for Conservation Areas Master Plan***
- 5. \$50,000 for Corporate Climate Change Plan***

***be approved for circulation to the Region of Durham.”***

**CARRIED**

RC/ms  
Encl. (attached)

# Central Lake Ontario Conservation

---

Central Lake Ontario Conservation (CLOCA) is a local community based environmental organization and one of 36 Conservation Authorities responsible for managing watershed resources across Ontario. We were established in 1958 and our corporate vision focuses on Health Watersheds for Today and Tomorrow which is supported by our mission to advance watershed health through engagement, science and conservation. CLOCA's jurisdiction is based upon the watershed boundaries of four major watercourses draining an area of over 639 sq. km. The four major watercourses begin in the Oak Ridges Moraine headwaters and are from west to east Lynde Creek, Oshawa Creek, Black/ Harmony/ Farewell Creeks, and the Bowmanville/Soper Creeks. There are 18 additional watersheds identified in the map below. The Municipalities within CLOCA's watershed include the Regional Municipality of Durham, City of Pickering, Town of Ajax, Township of Uxbridge, Township of Scugog, Town of Whitby, City of Oshawa and the Municipality of Clarington.



**Figure One: Central Lake Ontario Conservation Watershed Map**

The following is a list of programs and services offered as part of our core responsibilities.

### **Engineering & Watershed Flood Monitoring**

We manage a flood warning program and emergency procedures and provide continuous water level monitoring for watercourses, flood forecasting and monitoring of snow conditions and groundwater conditions. We develop floodplain and groundwater mapping within the watershed.

### **Community Engagement**

CLOCA delivers a variety of stewardship and education programs to encourage constituents of all ages and abilities to engage in actions that contribute to healthy watersheds and communities. We use a variety of communications tools to further awareness of watershed resources and ensure our corporate programs, projects, services and policies are understood by the general public.

### **Integrated Watershed Science & Management**

We collect aquatic and terrestrial data and inventory natural resources, including groundwater, in support of management and evaluation of ecosystem function to determine trends in watershed health and implement action plans to support watershed and resource management plans.

### **Planning & Regulation**

We provide land use planning input and review and provide administration of Conservation Authority's Fill, Construction, and Alteration to Watercourse Regulations in support of sustainable development.

### **Conservation Areas & Land Holdings**

We undertake a range of programs aimed at improving land and water conservation within our watersheds. These programs include the acquisition and management of an estimated 2,700 hectares of public lands to protect sensitive natural resources and incorporate public access and low impact recreation opportunities.

### **Corporate Services**

Corporate Services is an important part of the day to day operations of Central Lake Ontario Conservation. Corporate Services includes all aspects of administration including Full Authority Board meeting agendas and minutes, budget preparation and accounting, GIS and mapping, data management and sharing, IT support, general inquiries from the public and reception.

**Central Lake Ontario Conservation Authority  
Durham Region Proposed 5-Year Operational Budget (2017-2022)**

<b>OPERATIONS BUDGET</b>	<b>2017</b>	<b>2017 Forecast</b>		<b>2018 Forecast</b>		<b>2019 Forecast</b>		<b>2020 Forecast</b>		<b>2021 Forecast</b>		<b>2022 Forecast</b>	
	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>Base Operations</b>	<b>3,728,935</b>	<b>3,728,935</b>	<b>7,068,600</b>	<b>3,728,935</b>	<b>6,707,707</b>	<b>3,822,155</b>	<b>6,910,000</b>	<b>3,917,709</b>	<b>7,116,500</b>	<b>4,015,652</b>	<b>7,330,000</b>	<b>4,116,043</b>	<b>7,550,000</b>
Assessment Grow (Base)				46,610	83,846	47,777	86,375	48,971	88,956	50,196	91,625	51,451	94,375
Economic Adjustment (Base)				46,611	83,846	47,777	86,375	48,971	88,956	50,196	91,625	51,451	94,375
Adjustment of CVA Apportionment													
Special Needs													
<b>TOTAL</b>	<b>3,728,935</b>	<b>3,728,935</b>	<b>7,068,600</b>	<b>3,822,155</b>	<b>6,875,400</b>	<b>3,917,709</b>	<b>7,082,750</b>	<b>4,015,652</b>	<b>7,294,413</b>	<b>4,116,043</b>	<b>7,513,250</b>	<b>4,218,944</b>	<b>7,738,750</b>

**Capital Forecast per Individual Authority  
CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY**

CAPITAL	2017 Budget		2018 Budget		2019 Budget		2020 Budget		2021 Budget		2022 Budget	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
Waterhshed Plan 5 Year Updates (Oak Ridges Moraine Conservation Plan)	0	0	200,000	200,000	0	0	0	0	0	0	0	0
Sub-total	0	0	200,000	200,000	0	0	0	0	0	0	0	0
Regional Land Securement	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total	0	0	0	0	0	0	0	0	0	0	0	0
* Durham Children's Groundwater Festival	50,000	127,350	50,000	130,950	50,000	134,225	50,000	137,575	50,000	141,025	50,000	144,550
Sub-total	50,000	127,350	50,000	130,950	50,000	134,225	50,000	137,575	50,000	141,025	50,000	144,550
Special Benefiting-Lynde Shores Parking Lot	150,000	1,066,750			165,000	165,000	0	0	0	0	0	0
Sub-total	150,000	1,066,750			165,000	165,000	0	0	0	0	0	0
Special Benefiting-Shoreline Management Plan Update	0	0	50,000	50,000	0	0	0	0	0	0	0	0
Sub-total	0	0	50,000	50,000	0	0	0	0	0	0	0	0
Special Benefiting-Comprehensive CA Master Plan	0	0	10,000	10,000	40,000	40,000	0	0	0	0	0	0
Sub-total	0	0	10,000	10,000	40,000	40,000	0	0	0	0	0	0
Special Benefiting-Corporate Climate Change Plan	0	0	50,000	50,000	0	0	0	0	0	0	0	0
Sub-total	0	0	50,000	50,000	0	0	0	0	0	0	0	0



## CLOCA WATERSHED PLAN 5 YEAR UPDATE

### 2018 REGIONAL BUDGET SUBMISSION



## **CLOCA Watershed Plan 5 Year Update 2018 Regional Budget Submission**

### **Background**

In 2012 and 2013, CLOCA completed watershed plans for the major watersheds within CLOCA's jurisdiction. Since then, CLOCA and our municipal partners have been working on implementing watershed plan recommendations. Consistent with provincial guidelines, CLOCA's watershed plans identified the need for a 5 year update to address major changes within the watershed ensuring that recommendations remain applicable.

Since completing these watershed plans, there have been a many changes that influence watershed planning among these are: changes in provincial legislation and guidance; significant advancement in climate change science; considerable urban growth, planned growth and major infrastructure development within the watersheds.

### **Need for Watershed Plan Updates**

In the last number of years, there has been considerable urban growth and associated infrastructure improvements in Whitby, Oshawa and Clarington. The pace of this growth will continue over the next 10 to 20 years raising a number of questions including: what impact will an increase in population have on our watershed resources; what capacity exists within the watershed to manage this growth; how can we adapt to a changing climate to protect our communities from the risks associated with extreme weather and flooding; and, what can we do to ensure the natural resources upon which we rely will be available for future generations? These questions can be answered by the information provided through updating our watershed plans.

A critical component in the process that helps guide future growth decisions and ensures our communities are resilient and sustainable requires assessment of the impact of growth on watershed health. The recently updated Growth Plan and the Greenbelt Plan (2017) requires the completion of watershed plans to inform the scale and scope of growth and infrastructure. This work will ensure a comprehensive, integrated and long-term approach is considered that will safeguard our water resources making sure they are protected, and available, for future generations. The Region's Official Plan must be consistent with provincial legislation and policies. Updating CLOCA's watershed plans at this time will align with Durham's Official Plan official plan conformity exercise, providing needed information supporting municipal land use decisions and ensuring consistency with provincial legislation and policies.

To build strong, healthy communities, the 2014 Provincial Policy Statement requires municipalities to achieve resilient communities through promoting development that considers the impacts of climate change. There will be an emphasis on climate change included in the watershed plan updates. Current climate change projections will be incorporated enabling the impacts of climate change on watershed health to be identified and adaption measures recommended, providing greater resilience for our communities. This work and corresponding recommendations will support our municipal partners in working to reduce climate change impacts within their communities.

### **Capital Funding Request**

The development and preparation of the Watershed Plan Updates will be conducted in a cost effective and efficient manner and is anticipated to be completed within 2 years from receipt of funding support.



As a scoped exercise, there will be no new monitoring and no development of new models. Rather, data and models will be “refreshed” with the most recent data collected through CLOCA’s watershed monitoring program. Utilizing and compiling information, data, reports and studies that have been conducted by CLOCA since release of the watershed plans will offer additional efficiencies and cost savings. Concentrating on the recent changes (growth, climate change, new and expanded infrastructure) within the watersheds and determining impacts associated with these changes will support the Region’s upcoming municipal conformity work. A summary work plan for this project is attached.

For maximum efficiency, work will be conducted simultaneously on all 4 plans, utilizing existing staff resources where possible, however, it will be necessary to hire a full time contract position and a part time GIS support position to carry out this work. It is fulfilling these contracts that CLOCA is seeking the Region’s financial assistance in the amount of \$200,000 over 2 years.

### *Watershed Plan 5 Year Update – Summary Work Plan*

- 1) Reflection –Significant changes that have occurred in the watershed (growth, new/improved infrastructure, as well as legislative and policy changes) will be identified and impacts on watershed health considered. Using the healthy watershed target tables provided in the 2012/2013 Watershed Plans CLOCA staff will utilize existing data and information sources to update conditions and gauge these against watershed targets. As there will be an emphasis placed on climate change, a literature review on climate change mitigation and adaptation measures will be conducted and completed by fall 2018. Consultation will be initiated with two Public Information Centres to garner input regarding watershed impacts.
- 2) Renew – Modifications and adjustments to watershed mapping, such as updating land cover to reflect recent growth will be completed. Revisions will be made to reflect new and revised legislation, regulations and policy changes. Models and statistical analysis will be updated using recent data collection, a desk-top review of ELC mapping will be completed, new drainage layer mapping will be incorporated; and other work conducted by CLOCA on a regular basis will be utilized to advance this update. This renewal is necessary to inform the evaluation process, improve watershed plan implementation, and support upcoming municipal conformity amendments. Efficiencies are attained through information collected by existing CLOCA monitoring and core programs and the Regions Climate Change work. This work will be completed by end of year, 2018.
- 3) Evaluation – Included in this work will be an analysis of watershed targets and assessment of whether any changes to watershed health is necessary. In addition, an examination of existing targets, goals and objectives will be conducted. Changes required to these will be documented and carried forward to the final report. The development of climate change policies and recommendations will be initiated during this phase and critical analytical work will be carried out to support the findings and recommendations. The effectiveness of watershed plan implementation over the past 5 years will be examined and successes and improvements identified. The evaluation component will be complete by fall 2019.
- 4) Reporting – information gathered from the above 3 steps will be consolidated and incorporated into a document for each watershed, and recommendations for further advancing watershed health will be provided. Two Public Information Centres will be held to share findings and recommendations with stakeholders. These documents will be posted on the CLOCA website and copies provided to municipal partners. Information and status update reports will be provided to the CLOCA Board of Directors at least once a year. Dedicated staffing will be required to complete this work by spring 2020.
- 5) Consultation – Formal public engagement will be in the form of public information centres to be held at the beginning and end of this update (during the reflection and reporting components noted in the table below). The first set of PICs will be focused on obtaining public input on current and future watershed challenges, future watershed management activities and opportunities for further stakeholder engagement. When the updated plans are finalized, two PICs will be held to share the findings and results. There will also be opportunities for meetings and discussion with specific stakeholder groups as needed throughout the process.

# **Lake Ontario Shoreline Management Plan Update - Central Lake Ontario, Ganaraska Region and Lower Trent Region Conservation Authority**



### INTRODUCTION

In 1990 the Central Lake Ontario, (CLOCA), the Ganaraska Region (GRCA) and the Lower Trent Region Conservation Authorities (LTRCA) completed a Shoreline Management Plan for the Lake Ontario Shoreline to guide shoreline management within their respective jurisdictions. The 1990 plan was prepared in accordance with the Guidelines for Preparing Shoreline Management Plans developed by the Ontario Ministry of Natural Resources in 1987, giving consideration to the following key components:

- prevention;
- protection;
- emergency response;
- public information;
- environment,
- and monitoring.

The major goals of a shoreline management plan are to:

1. Minimize danger to life and property damage from flooding, erosion and associated hazards along the shoreline,
2. Ensure that shoreline development adequately addresses hazards through a combination of public and private management and development alternatives, and
3. Ensure that new development does not impact the environmental features and functions of the shoreline.

The shoreline in each watershed was divided into reaches. The specific aspects of the shoreline management plan considered within each reach included: specific site conditions, the nature of development, the nature of problems being experienced and the risk of damage to property and life. Field surveys were conducted for a number of reaches and design data and design criteria were derived to provide design wave conditions, design water levels, alongshore and offshore sediment transport rates, design uprush levels and allowable flood depths. However, the methods used to gather information and the detail available for each study reach may have varied across the shoreline under consideration.

Using the information available at the time, different preferred and alternate management plans or concepts were developed for the different reaches of the shoreline. The one common aspect of the plan for each shoreline reach is the definition of a regulatory shore land zone.

The steps to update the shoreline management plan for each stretch of shoreline within each of the three conservation authorities would be the same. The update would need to take into account current Provincial Policy and technical guidelines, Official Plans, local landscape/natural heritage changes and possibly climate change implications.

Consistency along the LTRCA, GRCA, and CLOCA shoreline is desired however some reaches of the shoreline are unique and will require unique recommendations. Additionally, a plan of this scope eliminates the retention of multiple consultants, and streamlines meeting and administrative costs; translating into real cost savings.

CLOCAs Strategic Plan identifies an objective of committing to prioritizing, managing and reducing risk associated with natural hazards. In January 2017, the International Joint Commission (IJC) implemented a new water regulation plan for the outflows of Lake Ontario (known as plan 2014). The plan was agreed



to by the USA and Canada in order to improve environmental performance while maintaining most of the benefits of the previous regulation plan. The implementation of the 2014 adaptive management plan was viewed as a more balanced approach to flow management that balances lake ecosystem health and climate change implications. Coincidentally with the implementation of the new regulation plan the spring of 2017 had extreme wet weather in April and May (~2-3 times average rainfall amounts) resulting in high water levels across the Lake Ontario – St. Lawrence River system. With the extreme high water levels in Lake Ontario, significant flooding and erosion occurred along the shoreline impacting many shoreline communities within CLOCAs jurisdiction.

The LOSMP needs updating to reflect the changing conditions on the shoreline and the current legislative and policy framework for shoreline areas. It will provide valuable information on how natural hazards along Lake Ontario should be managed to protect people and property.

The benefits of a coordinated 3 Conservation Authority shoreline management plan would include:

1. Recognition of littoral cells. Coastal processes cross municipal and watershed boundaries.
2. An up-to-date study of the Northumberland County and Durham Region shoreline (outside of the TRCA jurisdictional area) would provide a more accurate investigation into the dynamics of the entire extent of the shoreline rather than sectional or watershed views.
3. Provision for a consistent management approach throughout the Regional Municipality of Durham and Northumberland County. Many ratepayers could be frustrated by differing requirements in one area of a municipality and not in another. The consultant will review existing management plans abutting the study area to ensure consistency across municipal jurisdictions
4. A joint plan could be incorporated into the Northumberland County and Durham Region Official Plans to be reviewed and be updated every five years. The technical assumptions would be reviewed regularly to ensure that they are still appropriate for use.
5. Recommendations for new technical solutions would be recognized early, allowing landowners to understand requirements for required shoreline works.

### **SCOPE OF THE STUDY**

The intent of this project is to create a coordinated approach to shoreline management planning for the entire length of the north shore of the Lake Ontario Shoreline within the County of Northumberland and the Regional Municipality of Durham (less the area within the TRCA jurisdiction). The approach will incorporate current mapping, technical standards, policies and legislation for flooding, wave uprush, erosion and dynamic beaches (e.g. PPS 2014 issued under the Planning Act and MNR Technical Guidelines for the Great Lakes – St. Lawrence River System and Large Inland Lakes, 2001).

The study area is the study length of shoreline (approximately 135 km), within the boundaries of Northumberland County and the Regional Municipality of Durham outside of the TRCA jurisdictional area. This 135 km stretch of shoreline is comprised primarily of shoreline beach, bluff (high & low) with some coastal wetlands.

It should be recognized that the shoreline management plan from 1990 exists for the reach of shoreline within the LTRCA, GRCA and CLOCA. A key objective of the project will be to bring the entire extent of the shorelines being managed to an updated, consistent and comprehensive standard. Shoreline management plans will be developed individually for each of the three Conservation Authorities. However in order to be consistent, a comprehensive update of the technical elements of the entire area will be

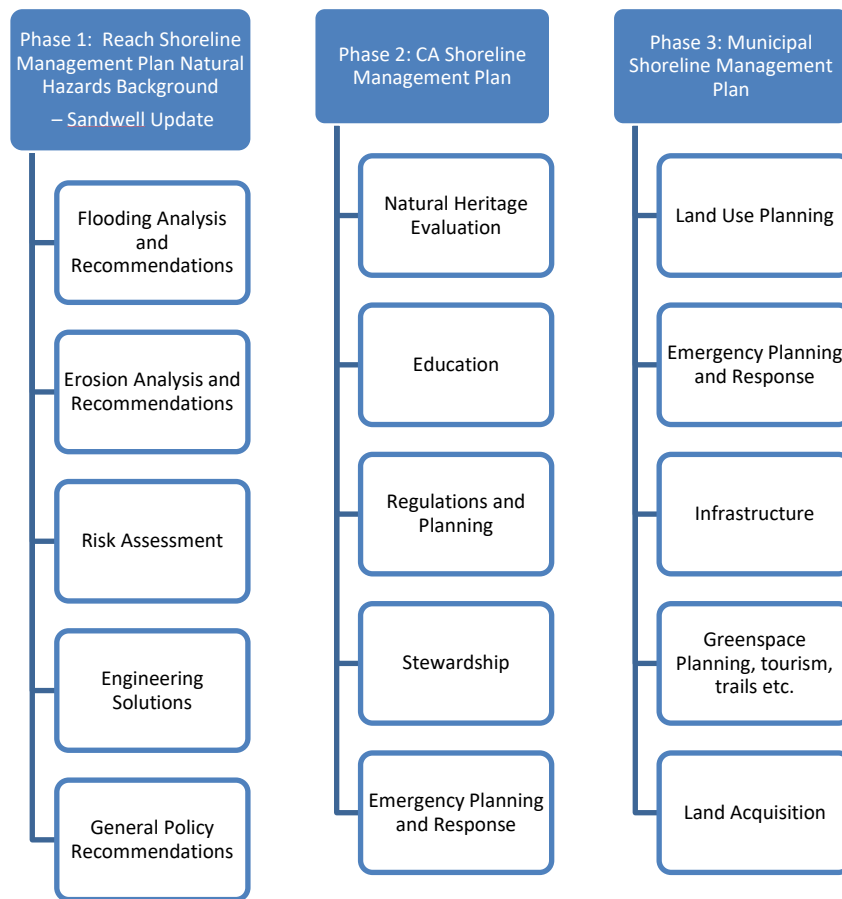


undertaken in a coordinated manner. This technical study, the update of the Sandwell study will be developed as a single project with supervision and administration by all three Conservation Authorities.

The management plan development process is to be undertaken using a phased approach, where by the major phases of the plan are completed independently but in a manner that allows them to be integrated into final shoreline plans. The major phases are:

- Phase 1: Technical Background Update – Update of Sandwell Study
- Phase 2: Individual Conservation Authority Shoreline Management Plans
- Phase 3: Municipal Shoreline Management Plans

The first phase will be completion of the technical background document in a comprehensive shoreline engineering study. Phase 2 will be completed independently by each Conservation Authority integrating the technical findings of phase 1 into each plan. Phase 3 of the study will take the elements of phases 1 and 2 and incorporate local municipal needs to develop a municipal shoreline management plan.



**PHASE 1: TECHNICAL STUDY - PROJECT TASKS**

This study will focus on using the current technical standards for defining 100 year flood, wave uprush, erosion hazard and dynamic beach hazards and mapping for approximately 90 km of Lake Ontario shoreline.

Project tasks will include:

1. A literature review of all historical and current technical studies and regulations pertaining to shoreline management.
2. A reconnaissance of shoreline sites which are representative of the various shoreline conditions encountered within the study area; a photo inventory should be taken;
3. A review of the 1990 reach delineations to determine their suitability for this updated and expanded plan;
4. A review of significant natural features within the shoreline study area;
5. Review and create Detailed Study Zones where significant natural features, hazards and/or development pressures exist, and where more detailed analysis is required for management purposes;
6. Review of the technical assumptions (e.g. average annual shoreline recession rates, modelling parameters) from the 1990 study to determine if they are still appropriate for use today. If they remain appropriate include an explanation of why. If not appropriate, recommend new technical assumptions and include supporting documentation for the same;
7. Model Regulatory Flood Hazard using expanded existing models (where possible), meeting provincial standards;
8. Complete analysis of Erosion Hazards using provincial standards;
9. Create a recession rate chart with related mapping for each reach within the study area;
10. Review and comment on existing municipal and private infrastructure along the shoreline (e.g., shoreline protection structures and piers) and how they may relate to existing and proposed development;
11. Evaluate emergency response (contained within existing plans as well as recommendations for new);
12. Develop hardening thresholds for nodal areas and specifically recommending types of protection for the each reach as it relates to the type of development (e.g., new, rebuild), natural heritage features and shoreline processes;
13. Update preferred and alternate shoreline management concepts considering current legislation, policies and guidelines regarding shoreline hazards;
14. Complete a cost benefit analysis in the development of preferred alternatives and,
15. Hold public meetings (minimum of three, one for each CA area) with interested general public, private landowners, not for profit agencies, user groups as well as municipal/provincial/federal agencies. Present findings to the Steering Committee.

**Note:** Phase 1 is to be developed to facilitate Phase 2: Draft Conservation Authority Shoreline Management Plans. Phase 1 will be developed to allow for the integration of the technical study into the three Conservation Authority Shoreline Management Plans.

**REPORT AND DELIVERABLES – Phase 1**

Draft Technical Report and Shoreline Mapping for review, final draft copies and one electronic copy of the draft report (including photo inventory), full set of draft electronic mapping and one sample paper map



sheet shall be submitted for review. While the study will be one comprehensive review of the entire shoreline, the document should be separated into three chapters, with each representing a separate Conservation Authority jurisdiction. This is to ensure the final product will help each CA meet its regulatory requirements to have a document specific to the CA named in its regulation.

#### Final Technical Report and Mapping

Hard copies and one electronic copy of the final report (including photo inventory), three full sets of final electronic map files and three full paper map sets shall be submitted. The electronic copies shall be in Microsoft Office (e.g. Word and Excel) and in PDF format. In all copies of the final report, hard copies of images are to be presented in colour, where applicable.

### **PROGRESS REPORTING, MEETINGS and PRESENTATIONS – Phase 1**

#### **Steering Committee – Phase 1**

A Steering Committee consisting of the Staff of all three conservation authorities and one or two representatives from the County of Northumberland (and member municipalities) and the Regional Municipality of Durham (and member municipalities) will manage the project including reviewing the responses to the Request for Proposals and making the project award. The Steering Committee will ensure the objectives of the project are met on budget and according to the established deadlines.

#### **Technical Advisory Committee – Phase 1**

A Technical Advisory Committee consisting of conservation authority staff, municipal staff and Ministry of Natural Resources staff will review and comment on project documentation as well as attend public meetings and progress meetings.

The three Conservation Authorities will work together in the administration of the project including the management of the budget, but always under the direction of the Steering Committee.

#### Consultant Role in supporting administration of the Phase 1 Technical Study:

The consultant shall prepare minutes of the progress meetings and send the draft minutes to each party for review and approval prior to the dissemination for action. The draft minutes are to be circulated no later than two weeks from the date of the meeting. The consultant may be required to maintain an action item list.

The consultant is to organize and conduct a minimum of three public open houses and presentation/display at locations across the shoreline areas (one per CA) which allow for full public engagement. The consultant is to document the public consultation phase and incorporate key items in the Shoreline Management Technical Study as well as present all public consultation documentation in a separate Appendix to the Plan.





**PHASE 1: BUDGET**

It is estimated that Phase 1 Technical Background Study will cost \$300,000 to complete. The general budget breakdown is as follows:

Background Field Work:	\$60,000
Background Review and Technical Analysis: Including recommendation, shoreline management guidelines	\$175,000
Draft Regulations Mapping:	\$25,000
Public Review and Input:	\$15,000
Project Administration:	\$25,000
<b>Total Phase 1 Project Cost:</b>	<b><u>\$300,000</u></b>

The funding request is a joint request among the three conservation authorities based on the geographical extent of shoreline area. A funding application has been submitted under the National Disaster Mitigation Program for 50% of the total cost. The total cost of the project is estimated to be \$300,000 with conservation authorities share being \$50,000 for each of the three conservation authorities. Accordingly, CLOCAs funding request for this update report is \$50,000 for 2018.

**PHASE 2: INDIVIDUAL CONSERVATION AUTHORITY SHORELINE MANAGEMENT PLANS**

The Conservation Authorities shall be responsible for completion of phase 2 of the individual Conservation Authority Shoreline Management Plans under separate terms of reference.

**PHASE 3: MUNICIPAL SHORELINE MANAGEMENT PLANS**

The Municipalities shall be responsible for completion of phase 3 of the individual Municipal Shoreline Management Plans under separate terms of reference.





CLOCA CONSERVATION AREAS MASTER PLAN  
2018 REGIONAL BUDGET SUBMISSION



## CLOCA Conservation Areas Master Plan 2018 Regional Budget Submission

### **Background**

Central Lake Ontario Conservation Authority (CLOCA) owns 16 distinct conservation areas comprising 2713 ha of land within the watershed. These lands are located within 3 physiographic zones of ecological significance being the Oak Ridges Moraine, the Lake Iroquois Beach and the Lake Ontario Shoreline. Some of the watershed's most significant natural areas are found within our conservation areas. Natural features such as streams, wetlands, valleylands, woodlands, wildlife habitat and provincially significant areas including provincially significant wetlands and areas of natural and scientific interest exist and are protected, within our conservation areas. Acquisition, protection, and restoration of these natural areas supports the CLOCA mandate to protect and manage the watershed's important natural resources. These conservation areas play a critical role in sustaining Durham Region's critical natural resources including water, aquatic, terrestrial and wildlife habitats, and in turn support the environmental services they provide. These are also the same areas that offer Durham residents with significant opportunities to participate in passive recreational pastimes and to experience and appreciate nature first hand. Extensive trail networks and public use facilities provide a wide range of opportunities for residents to participate in physical activity while benefiting from the healing powers of spending time in nature, which research shows reduces stress and improves mental well-being.

Conservation areas also support curriculum based natural science education programs. Each year, approximately 13,000 students visit CLOCA's conservation areas to participate in these unique educational experiences. The conservation areas also play an important role in CLOCA's science initiatives by providing long term monitoring locations that are critical in sustaining CLOCA's integrated watershed monitoring program. Monitoring locations that can be accessed year after year supports the long term integrity of our monitoring work and ensures that sampling results are not biased due to locational differences.

### **Need**

Detailed reviews of CLOCA's conservation area programming are over 20 years old and no longer continue to adequately address the significant pressures experienced today; in particular, growth, changing demographics, and climate change. Increasing populations have resulted in the number of visitors using CLOCA's Conservation Areas increasing appreciably (up to 100,000/year at some of our areas). Population projections for Durham Region identify an increase of 370,000 people reaching a total population of 970,000 within the next 12 years. With this significant jump in population, CLOCA must be confident that our conservation areas adequately fulfil the natural resource protection, management and restoration portion of our mandate, that the Region's critical natural resources such as water, are properly protected through our land ownership, and that these areas are providing appropriate recreational and education services meeting the needs of Durham Region's increased growth. Also important is to ensure that the necessary resources are available to manage an increasing demand for public use and to understand the current and future needs of conservation area visitors. To fully comprehend these needs, a demographic profile is required.

It is no secret that increased pressures from growth, urbanization, changing land uses and climate change place additional stresses on the Region’s watershed resources. How long will CLOCA’s current landholdings be able to continue to provide critical natural services to sustain our watershed resources, and at what rate will additional lands need to be secured in order to offset impacts resulting from growth and climate change? We need to plan for our future land needs so that we can ensure that critical natural services including water resources are sustained despite an ever changing landscape and climate.

**Capital Funding Request**

This project will be completed in 2 phases with Phase 1 focusing on identifying who our users are, what brings people to our conservation areas, how do people use our areas, are they regular visitors or first time visitors, what would make their visits more enjoyable, and if adequate services are provided. Public opinion on the role that conservation areas should play in the watershed and the programs/services provided within them will also be assessed. A similar discussion will be held with CLOCA staff, watershed stakeholders, environmental organizations, cultural clubs, recreation user groups, municipalities and others. Consultation can take many forms including traditional meetings, surveys, questionnaires, as well as less traditional means including the use of social media. In addition, the changes that may need to be undertaken within our conservation areas to meet the growing pressures associated with an increasing and diverse population will be described and the resources required to meet these requirements identified.

Phase 2 of the project will determine what additional land holdings will be required to continue to meet the needs of residents and where there is a need to secure additional areas to ensure that natural areas and consequently, our watershed resources are adequately protected. The report will make recommendations on future land needs/programs/and services, and provide cursory budgets and timelines. In addition, recommendations shall be provided identifying what improvements are needed within our conservation areas to address the needs of residents including the anticipated cost of these improvements.

Consultant services are required to conduct this work. This project will start in 2018 and continue into 2019 at a cost of \$50,000.

	<b>Budget</b>	<b>Timeline</b>	<b>Deliverable</b>
Phase 1	\$10,000	2018	Conduct public consultation and report on findings
Phase 2	\$40,000	2019	Conduct land and facility needs assessment and budget. Report on findings.
<b>Total</b>	<b>\$50,000</b>		



## CLOCA CLIMATE MITIGATION PLAN

### REDUCING GREENHOUSE GAS EMISSIONS AND ENERGY CONSUMPTION

### 2018 REGIONAL BUDGET SUBMISSION



# CLOCA Climate Mitigation Plan - Reducing Greenhouse Gas Emissions and Energy Consumption

## 2018 Regional Budget Submission

### **Background**

Global efforts to mitigate climate change have been numerous. Reducing greenhouse gas emissions and limiting energy consumption is commonly accepted as a means to mitigate climate change. Canada has committed to reduce greenhouse gas (GHG) emissions to 30% below 2005 levels by 2030. Ontario has chosen to reduce GHG emissions by 37% below 1990 levels, also by 2030. Durham Region has adopted a commitment to achieve a 20% reduction in GHG emissions by 2020 from 2007 baseline emissions. In addition, the recently adopted Growth Plan for the greater Golden Horseshoe requires municipalities to develop policies in their official plans that identify actions to reduce greenhouse gas emissions.

Central Lake Ontario Conservation Authority (CLOCA) is committed to protecting, preserving and enhancing the watershed including reducing climate change impacts on our natural resources where possible. It is important that this commitment goes beyond protecting watershed resources and reducing hazards and risk associated with climate change and include reduction of the carbon footprint of the Authority's corporate operations. Consistent with this, CLOCA's Strategic Plan identifies a need to better understand climate change and support mitigation and adaptation efforts, including development of a climate mitigation strategy. In addition, the development of a CLOCA Climate Mitigation Plan will support the Region in fulfilling its own climate targets as well as address policies within the 2017 Growth Plan.

### **Need for a Corporate Climate Mitigation Plan**

As a partner in the development and implementation of Durham's climate change program, CLOCA has a responsibility to implement initiatives and undertake actions that support Durham Region in achieving their climate objectives. CLOCA does not possess the resources in-house to undertake an energy audit or prepare a climate mitigation plan. Without a climate mitigation plan, CLOCA is unable to make informed operational decisions to reduce corporate energy consumption resulting in reduced GHG emissions and boost fiscal savings. Implementation of the recommendations of the climate mitigation plan will enable CLOCA to achieve Durham Region's climate objectives and help the Region implement Provincial Growth Plan requirements and support the Province in fulfilling objectives and targets identified in Ontario's Climate Change Strategy and Climate Adaptation Plan.

An energy audit needs to be performed for CLOCA with the analysis of the results providing background information required to generate a climate mitigation plan for CLOCA. Having such a Plan will enable the Authority to integrate energy conservation into CLOCA's business planning and asset management. The Plan is needed as a fundamental tool to manage the Authority's operations, buildings, fleet and equipment and achieve the recommended climate mitigation targets (GHG emissions and energy consumption). Energy related targets will be identified and a reporting framework to enable CLOCA to regularly assess performance in achieving targets will be provided in the Plan. Annual reporting will enable CLOCA to account for; changes in GHG reduction, progress in achieving targets, and the fiscal savings associated with reduction in energy consumption.

## **Capital Funding Request**

Consultant services are required to develop a corporate climate mitigation plan for CLOCA. To prepare the mitigation plan, the consultant will need to conduct an energy audit for the corporation which will include a review of the energy consumption for all CLOCA buildings, fleet and machinery (2012 – 2017). The Plan will include recommendations to reduce energy consumption and achieve GHG emissions targets for a 5-20 year timeframe and identify the measures and actions to achieve GHG and energy consumption targets. In addition, the Plan will include a cost estimate for implementing recommended measures and a timeline for cost recovery as well as a fiscal analysis of cost savings. Lastly, the plan will provide an annual reporting template to assess performance in achieving targets.

CLOCA is requesting \$50,000 to cover the cost of consultation services to prepare a Climate Mitigation Plan for CLOCA to be completed in 2018. This investment will support efforts to achieve regional, provincial and federal climate change objectives to reduce GHG emissions, reduces CLOCA's carbon footprint, supports responsible management of our watershed resources, is fiscally responsible and will produce fiscal benefits, and is consistent with recommendations contained within CLOCA's Strategic Plan.



## 2018 Business Plan

## Kawartha Conservation Authority

By Program (\$,000's)	2017		2018		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Change \$	Proposed Budget \$
<b>1 Operating Programs</b>	578	578	601	3	604
<b>2 Special Benefiting Programs</b>					
Watershed Planning	132	132	134	-	134
Watershed Specific Projects	-	-	7	-	7
<b>Special Benefiting Programs     Subtotal</b>	132	132	141	-	141
<b>3 Land Management Funding</b>	-	-	15	-	15
<b>Net Program Expenses</b>	<b>710</b>	<b>710</b>	<b>757</b>	<b>3</b>	<b>760</b>



January 19, 2018

The Chair and Members of the  
Committee of the Whole  
Regional Municipality of Durham  
P.O. Box 623, 605 Rossland Road East  
Oshawa, Ontario L1N 6A3

**RE: Kawartha Conservation 2018 Preliminary Budget**

Dear Chair and Members of the Committee of the Whole,

We are pleased to provide our 2018 Preliminary Levy, supported in principle by our Board of Directors, for a 30 day review period.

The scope of operating programs is been maintained at the previous years' service levels, however, the continued rise in operating costs along with the need to implement changes resulting from Bill 148, *Fair Workplaces, Better Jobs Act, 2017* continues to place pressure on our budget. An overall 2.74% increase in municipal levy of \$40,550 is required to support the operating expenditures. Please note that this levy is a downward adjustment of 1.01% (\$15,000) in our proposed general operating levy based on a Board decision on January 17<sup>th</sup> when addressing comments on the budget.

This is shared by the municipal partners based on apportionment percentages supplied to us by the Ministry of Natural Resources and Forestry. The apportionment percentage is based on current value assessment (CVA) information generated by MPAC. Individual municipal increases vary due to changes in the CVA apportionment year over year.

We have provided a preliminary budget document to the Region on December 6<sup>th</sup>, 2017. The document outlines the conservation programs and projects proposed for delivery in 2018 in accordance with the Strategic Plan, and associated funding requirements. In light of a reduction in operating levy budget decided on by our Board as mentioned above, the schedules require updating, however, the textual content and scope of operating programs will largely remain the same. Our request for General Operating Levy is \$531,993, an increase of \$17,337 or 3.37%. East Cross Forest is considered a Special Operating Levey in the amount of \$72,200. In addition, we are requesting \$6,990 to support General Benefiting Projects and we have proposed Special Projects totalling \$133,900 for your consideration of funding. The total funding request for 2018 is \$ 745,083.

Our Board of Directors will hold a weighted vote on the 2018 Preliminary Operating Budget and associated municipal levies on March 28, 2018. Special projects proceed based on municipal funding approvals.

As mentioned, the budget document will require updating as a result of the decision by the Board to reduce the operating levy. We will provide an updated digital version when we are able to make these changes. The budget is intended to be printed as a two sided document. While scrolling through digitally, you will see pages intentionally left blank.

**KAWARTHA CONSERVATION**  
277 Kenrei Road, Lindsay, ON K9V 4R1  
705.328.2271 Fax 705.328.2286  
**KawarthaConservation.com**

**Our Watershed Partners:**

City of Kawartha Lakes • Region of Durham • Township of Scugog • Municipality of Clarington • Township of Brock • Municipality of Trent Lakes • Township of Cavan Monaghan



**KAWARTHA  
CONSERVATION**

Discover · Protect · Restore

We would also like to take the opportunity to let you know that the Township of Scugog is working on a significant project of economic importance called the Lake Scugog Enhancement Project in their municipality, for which we are responsible for project management. This project will involve the creation of a constructed wetland in the Port Perry Bay area of Lake Scugog, which will clean out sediment from areas impacting water-based recreation offshore from Port Perry. The project will also help manage the untreated runoff entering directly into Lake Scugog from the urban area, which is an implementation consideration identified in the Lake Scugog Environmental Management Plan. There are design considerations, permitting steps and fundraising efforts to finalize and the Steering Committee overseeing project are optimistic that the project will move towards implementation in late 2018 at the earliest, but likely will begin in 2019. The funding model anticipates funding from local government, Provincial/Federal governments and community fundraising in equal thirds, with an early projected cost of \$3M (and includes a surety bond). As a partner to this initiative and as part of the funding model, we would like to provide you with advanced indication that we and/or the Township of Scugog will be seeking financial assistance from the Region to help fund this project. We look forward to introducing this project to you further and exploring funding options that may be available.

If you have any questions, or if we can provide further information, please do not hesitate to contact me at extension 215 or Wanda Stephen, Director, Corporate Services, extension 226.

Yours truly

Mark Majchrowski  
Chief Administrative Officer

cc: Mr. G. Cubitt, CAO  
Mr. J. Clapp, Commissioner of Finance  
Mr. Brian Bridgeman, Commissioner of Planning and Economic Development  
Mr. Ralph Walton, Regional Clerk/Director of Legislative Services  
Ms. N. Pincombe, Director, Business Planning, Budgets, Risk Management

**KAWARTHA CONSERVATION**

277 Kenrei Road, Lindsay, ON K9V 4R1

705.328.2271 Fax 705.328.2286

**KawarthaConservation.com**

**Our Watershed Partners:**

City of Kawartha Lakes • Region of Durham • Township of Scugog • Municipality of Clarington • Township of Brock • Municipality of Trent Lakes • Township of Cavan Monaghan



## Kawartha Conservation

Kawartha Conservation is a watershed-based, non-profit organization established in 1979 by the municipalities within our watershed under the Ontario Conservation Authorities Act. We are one of 36 conservation authorities operating in Ontario and a member of Conservation Ontario.

Balancing environmental capacity and human need, we manage natural resource features that are essential for sustaining water quality and quantity, through watershed planning, stewardship, environmental monitoring and research, and management of conservation and natural areas.

Our programs and services are focused within the natural boundaries of the Kawartha watershed, which extend from Lake Scugog in the southwest and Pigeon Lake in the east, to Balsam Lake in the northwest and Crystal Lake in the northeast – a total of 2,563 square kilometres.

These natural boundaries overlap the six municipalities that govern Kawartha Conservation through representation on our Board of Directors. Our municipal partners include the Township of Scugog, the Township of Brock, the Municipality of Clarington, the City of Kawartha Lakes, the Municipality of Trent Lakes, and the Township of Cavan Monaghan.

### Our Vision

A sustainable watershed with clean and abundant water and natural resources assured for future generations.

### Our Mission

To be leaders in integrated watershed management and conservation.

### Our Focus

Outstanding water quality and quantity management, supported by healthy landscapes through planning, stewardship, science and education.

## Our Corporate Values

Our values guide our actions, as they shape the kind of organization that we are part of. In all of our decision-making, we will:

- Act with Integrity
- Value Knowledge
- Promote Teamwork
- Achieve Performance Excellence
- Foster Innovation

**Integrity:** We strive to treat others with respect, fairness, honesty, patience, understanding, and trust. We respect diversity, are responsible and responsive, and committed to the health and safety of people and the environment. We care about the watershed, and about our staff, municipalities, clients, and partners, and making a positive difference.

**Knowledge:** We are a science and information-focused organization committed to achieving the best solutions. We facilitate continuous improvement and personal and professional growth. Focused on achieving results, we are committed to being leaders in integrated watershed management, ecosystem health, and community sustainability, and strive to achieve excellence through innovation.

**Teamwork:** We are committed to achieving common goals through teamwork; by collaborating, listening, and sharing information with our clients and partners, strengthening existing relationships, and building new partnerships. We participate in activities to benefit our clients, municipal colleagues, community, and watershed, and are committed to finding common solutions.

**Performance Excellence:** We are an accountable and financially responsible organization. We consistently present a professional image and set a good example. We communicate clearly with our staff, clients and partners.

**Innovation:** We are forward-thinking and visionary, while striving to develop new ways of doing business. We are committed to being leaders and innovators in watershed management, ecosystem health, and community sustainability.

## What we stand for as leader

Our success, in terms of improved ecological health, will be measured by the position we take as leaders, in:

- Protecting our lakes and water resources.
- Partnering with agricultural, shoreline and urban communities to advance stewardship.
- Developing watershed science.
- Educating and sharing.
- Conserving our natural heritage.
- Improving the health, safety and vitality of our communities.
- Connect people with nature in a way that is accessible, memorable and inspiring.
- Embracing innovative technologies and creative solutions.
- Provide exemplary customer service.
- Promoting community sustainability and economic investment by supporting environmentally sound planning and development.

## We promise to

- Provide exemplary customer service.
- Connect people with nature in a way that is accessible, memorable and inspiring.
- Be transparent and accountable and to make difficult decisions with integrity.
- Embrace innovative technologies and creative solutions to manage our natural resources and protect our environment.
- Promote community sustainability and economic investment by supporting environmentally sound planning and development.



**City of Kawartha Lakes**  
1,815 km<sup>2</sup> within watershed

**Municipality of Trent Lakes**  
237 km<sup>2</sup> within watershed

**Township of Brock**  
36 km<sup>2</sup> within watershed

**Township of Scugog**  
457 km<sup>2</sup> within watershed

**Township of Cavan Monaghan**  
8 km<sup>2</sup> within watershed

**Municipality of Clarington**  
10 km<sup>2</sup> within watershed

**TOTAL 2,563 km<sup>2</sup> Within Watershed**



**T: 705.328.2271**

**277 Kenrei Road, Lindsay ON K9V 4R1**

**GenInfo@KawarthaConservation.com**

**KawarthaConservation.com**



Member of



**Conservation ONTARIO**  
Natural Champions

**DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2018-2022)**

**Kawartha Region Conservation Authority**

<b>OPERATIONS BUDGET</b>	<b>2017 Forecast</b>		<b>2018 Forecast</b>		<b>2019 Forecast</b>		<b>2020 Forecast</b>		<b>2021 Forecast</b>		<b>2022 Forecast</b>	
	Region's Approved	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>KAWARTHA REGION C.A.</b>												
<b>Base Operations Program</b>	<b>564,181</b>	<b>2,138,333</b>	<b>578,286</b>	<b>2,617,950</b>	<b>604,193</b>	<b>2,743,320</b>	<b>619,297</b>	<b>2,786,477</b>	<b>634,780</b>	<b>2,786,477</b>	<b>650,649</b>	<b>2,830,713</b>
Assessment Growth (Base)	7,052	20,149	7,229	49,267	7,552	21,578	7,741	22,118	7,935	22,671	8,133	23,237
Economic Adjustment (Base)	7,052	20,149	7,229	49,267	7,552	21,578	7,741	22,118	7,935	22,671	8,133	23,237
Adjustment of CVA App Board approved	-	-	3,164	3,164								
			8,285	23,672								
<b>SUB-TOTAL</b>	<b>578,286</b>	<b>2,617,950</b>	<b>604,193</b>	<b>2,743,320</b>	<b>619,297</b>	<b>2,786,477</b>	<b>634,780</b>	<b>2,830,713</b>	<b>650,649</b>	<b>2,831,818</b>	<b>666,916</b>	<b>2,877,188</b>



**Special Project Forecast  
KAWARTHA REGION CONSERVATION AUTHORITY**

SPECIAL BENEFITING PROJECTS		2017 Budget		2018 Budget		2019 Budget		2020 Budget		2021 Budget		2022 Budget	
		Region's Cost approved	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
PROTECTION	<b>Watershed Planning/Sub Watershed Planning</b>												
	Watershed Planning Implementation	131,950	145,000	133,900	147,800	135,900	150,000	137,900	152,300	140,000	154,600	142,100	156,900
	<b>Sub-total</b>	<b>131,950</b>	<b>145,000</b>	<b>133,900</b>	<b>147,800</b>	<b>135,900</b>	<b>150,000</b>	<b>137,900</b>	<b>152,300</b>	<b>140,000</b>	<b>154,600</b>	<b>142,100</b>	<b>156,900</b>
	<b>Aquatic Resource Management Plans/ Fisheries Management Plans</b>												
	<b>Sub-total</b>												
	<b>Groundwater Management</b>												
	<b>Sub-total</b>												
	<b>Watershed Monitoring</b>												
	<b>Sub-total</b>	-	-	-	-	-	-	-	-	-	-	-	-
	<b>Climate Change</b>												
<b>Sub-total</b>	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Watershed Specific Projects/Studies</b>													
Website design and implementation			1,748	5,000	13,980	40,000	6,990	20,000					
Information Management			5,243	15,000	5,243	15,000	5,243	15,000	5,243	15,000	5,243	15,000	
<b>Sub-total</b>	-	-	<b>6,990</b>	<b>20,000</b>	<b>19,223</b>	<b>55,000</b>	<b>12,233</b>	<b>35,000</b>	<b>5,243</b>	<b>15,000</b>	<b>5,243</b>	<b>15,000</b>	
PUBLIC USE	<b>Conservation Area Management Plans</b>												
	<b>Sub-total</b>	-	-										
REGULATION	<b>Flood Forecasting/Warning</b>												
	Stream Gauge Repair/Replacement												
	<b>Sub-total</b>												
	<b>Natural Hazard Mapping</b>												
	<b>Sub-total</b>												
<b>TOTAL CAPITAL</b>		<b>131,950</b>	<b>145,000</b>	<b>140,890</b>	<b>167,800</b>	<b>155,123</b>	<b>205,000</b>	<b>150,133</b>	<b>187,300</b>	<b>145,243</b>	<b>169,600</b>	<b>147,343</b>	<b>171,900</b>
	<b>Regional Land Securement</b>					150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000
	<b>Sub-total</b>	-	-	-	-	<b>150,000</b>	<b>375,000</b>	<b>150,000</b>	<b>375,000</b>	<b>150,000</b>	<b>375,000</b>	<b>150,000</b>	<b>375,000</b>



## 2018 Business Plan

## Ganaraska Region Conservation Authority

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>	437	437	448	10	458
<b>2 Special Benefiting Programs</b>					
Watershed Planning	20	20	30	-	30
Aquatic Resources/Fisheries	22	22	13	-	13
Groundwater Management	33	33	33	-	33
Watershed Monitoring	35	35	38	-	38
Natural Heritage Mapping	51	51	51	-	51
Natural Hazard Mapping	15	15	15	-	15
Watershed Specific Projects	49	49	48	-	48
<b>Special Benefiting Programs         Subtotal</b>	<b>225</b>	<b>225</b>	<b>228</b>	<b>-</b>	<b>228</b>
<b>3 Special One-Time Funding</b>					
Ganaraska - Watershed Plan Update	-	-	50	-	50
<b>Special One-Time Funding         Subtotal</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>50</b>
<b>4 Land Management Funding</b>	-	-	37	-	37
<b>Net Program Expenses</b>	<b>662</b>	<b>662</b>	<b>763</b>	<b>10</b>	<b>773</b>



January 2, 2018

**Ganaraska Region  
Conservation Authority**

2216 County Road 28  
Port Hope, ON L1A 3V8

Phone: 905-885-8173  
Fax: 905-885-9824  
www.grca.on.ca

MEMBER OF  
CONSERVATION ONTARIO

Mr. R. J. Clapp, CPA, CA  
Commissioner of Finance  
Regional Municipality of Durham  
605 Rossland Road East - PO Box 623  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

**Re: 2018 Operating and Special Projects Budget**

Please find the attached the updated Ganaraska Region Conservation Authority's 2018 - 2022 Operating and Special Projects Budget requests for funding from the Region of Durham. The operations request is based on a 2.5% increase and a 1.5% increase in the special projects budget. The Operating Budget includes the current value assessment (CVA) appointment for the Region of Durham as provided by the Ministry of Municipal Affairs and Housing.

The Ganaraska Region Conservation Authority has included two additional funding requests. The first is to complete updates to address climate change in existing watershed plans as per recommendations found within "Towards Resilience, Region of Durham Community Adaptation Plan 2016". The second special project request is for updating the Lake Ontario Shoreline Management Plan as requested by the Municipality of Clarington.

Should you have any questions or require further information on the above, please do not hesitate to contact the undersigned.

Sincerely,

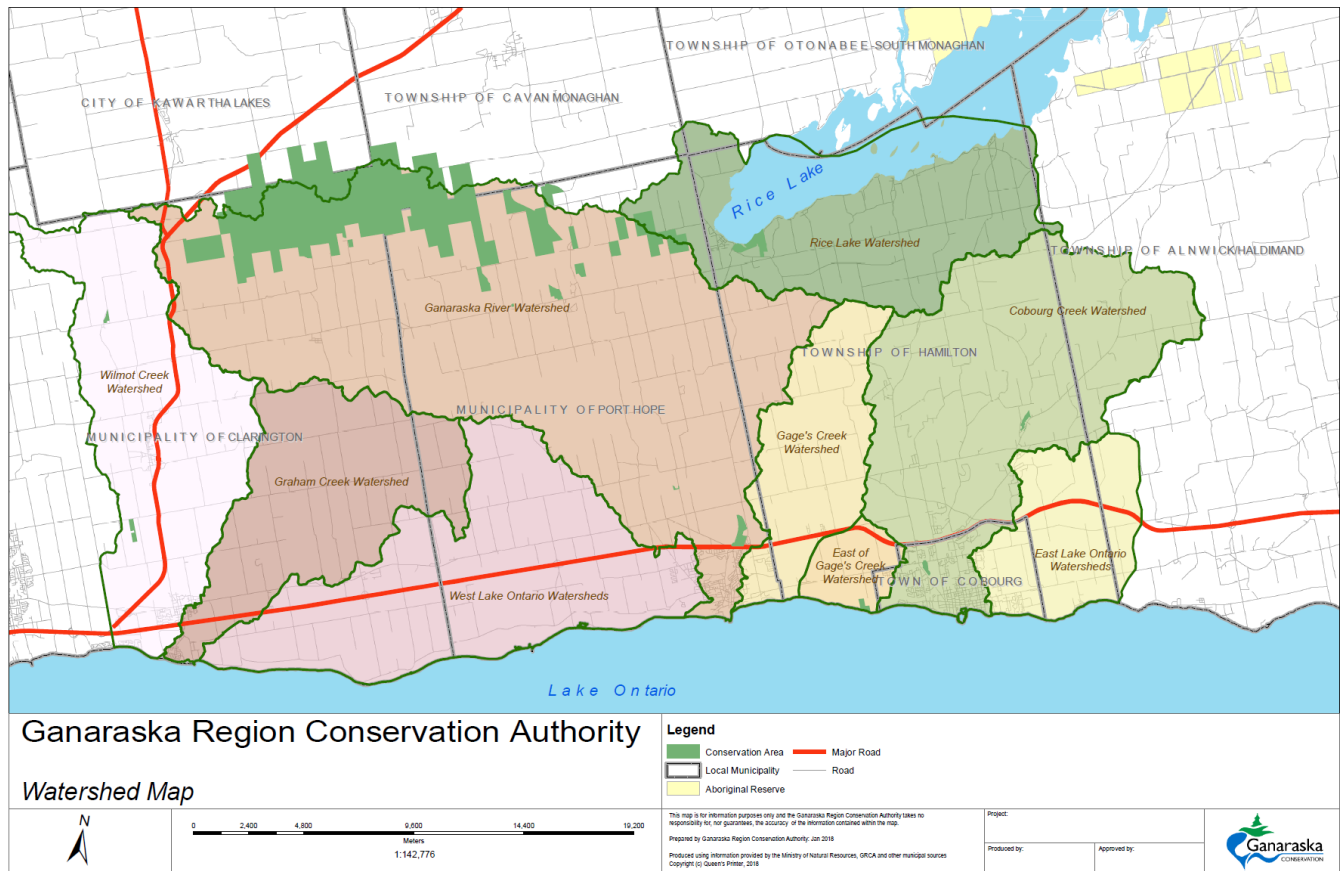
Linda J. Laliberte, CPA, CGA  
CAO/Secretary-Treasurer

c.c. Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management  
Encl.

## Ganaraska Region Conservation Authority

The Ganaraska Region Conservation Authority (GRCA) was formed in October 1946 under the Conservation Authorities Act and is one of the oldest conservation authorities in Ontario.

The watersheds of the GRCA covers an area of 361 square miles from Wilmot Creek in Clarington to east of Cobourg from the south shore of Rice Lake down to Lake Ontario. This area includes seven municipalities in whole or in part: Municipality of Clarington, Township of Cavan-Monaghan, Town of Cobourg, Township of Alnwick-Haldimand, Township of Hamilton, Municipality of Port Hope, and City of Kawartha Lakes.



The Ganaraska Forest is a pivotal moment in history. The largest block of continuous forest in Southern Ontario, it is a huge expanse of 11,000 acres that represents one of the most successful conservation projects ever undertaken in central Canada.

At Ganaraska Region Conservation Authority we are committed to conserving, restoring and managing the resources of the Ganaraska Region watershed. Our vision statement continues to draw on the important connection between a healthy watershed and healthy, strong sustainable communities: *“Clean water health land for healthy communities”*.

Our mission statement builds on and reflects the important responsibility GRCA has in enhancing and conserving local watersheds. *“To enhance and conserve across the Ganaraska Region watershed by serving, educating, informing and engaging.”*

**GANARASKA REGION CONSERVATION AUTHORITY  
DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2018-2022)**

OPERATIONS BUDGET	2017	2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast	
	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>Base Operations</b>	<b>436,927</b>	<b>436,927</b>	<b>935,447</b>	<b>457,824</b>	<b>958,833</b>	<b>480,715</b>	<b>982,804</b>	<b>504,751</b>	<b>1,007,374</b>	<b>529,989</b>	<b>1,032,558</b>
Assessment Grow (Base)		5,462	11,693	11,446	11,985	12,018	12,285	12,619	12,592	13,250	12,907
Economic Adjustment (Base)		5,462	11,693	11,446	11,985	12,018	12,285	12,619	12,592	13,250	12,917
Adjustment of CVA Apportionment		9,974									
<b>TOTAL</b>	<b>436,927</b>	<b>457,824</b>	<b>958,833</b>	<b>480,715</b>	<b>982,804</b>	<b>504,751</b>	<b>1,007,374</b>	<b>529,989</b>	<b>1,032,558</b>	<b>556,488</b>	<b>1,058,383</b>

**GANARASKA REGION CONSERVATION AUTHORITY  
Special Programs/Projects per Individual Authority**

SPECIAL PROGRAMS/PROJECTS		2017 Budget		2018 Budget			2019 Budget			2020 Budget			2021 Budget			2022 Budget			
		Project or Ongoing	Region's Cost	Approved by Region	Region's Cost	Region's % of Total	Total Cost	Region's Cost	Region's % of Total	Total Cost	Region's Cost	Region's % of Total	Total Cost	Region's Cost	Region's % of Total	Total Cost	Region's Cost	Region's % of Total	Total Cost
PROTECTION	<b>Watershed Planning/Sub Watershed Planning</b>																		
	Port Granby/Bouchette Creek Watershed Plan		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Climate Change Strategy/Adaptation	Project	20,000	20,000	30,000	50%	60,000	30,000	50%	60,000	30,000	50%	60,000	35,000	50%	70,000	35,000	50%	70,000
	Watershed Plan Update	Project																	
	Watershed Plan Update - Climate Chg	Project			50,000	100%	50,000	50,000	100%	50,000	50,000	100%	50,000	50,000	100%	50,000	50,000	100%	50,000
	Lake Ontario Shoreline Mgmt Plan Update	Project			25,000	25%	100,000	50,000	71%	70,000									
	<b>Sub-total</b>		<b>20,000</b>	<b>20,000</b>	<b>105,000</b>		<b>210,000</b>	<b>130,000</b>		<b>180,000</b>	<b>110,000</b>		<b>170,000</b>	<b>115,000</b>		<b>180,000</b>	<b>115,000</b>		<b>180,000</b>
	<b>Aquatic Resource Management Plans/Fisheries Management Plans</b>																		
	Annual Watershed Report Cards & Updates	Project	22,000	-	13,000	43%	30,000	15,000	50%	30,000	15,000	36%	50,000	15,000	36%	50,000	15,000	30%	50,000
	Fisheries Management Plan Update							20,000	100%	20,000	20,000	100%	20,000	25,000	100%	25,000	25,000	100%	25,000
<b>Sub-total</b>		<b>22,000</b>	<b>-</b>	<b>13,000</b>		<b>30,000</b>	<b>35,000</b>		<b>50,000</b>	<b>35,000</b>		<b>70,000</b>	<b>40,000</b>		<b>75,000</b>	<b>40,000</b>		<b>75,000</b>	
<b>Groundwater Management</b>																			
		33,000	33,000	33,000	49%	67,000	35,000	50%	70,000	40,000	50%	80,000	45,000	50%	90,000	50,000	50%	100,000	
<b>Sub-total</b>		<b>33,000</b>	<b>33,000</b>	<b>33,000</b>		<b>67,000</b>	<b>35,000</b>		<b>70,000</b>	<b>40,000</b>		<b>80,000</b>	<b>45,000</b>		<b>90,000</b>	<b>50,000</b>		<b>100,000</b>	
<b>Watershed Monitoring</b>	Ongoing	35,000	35,000	37,500	50%	75,000	40,000	45%	89,000	43,000	45%	95,000	45,000	45%	100,000	48,000	44%	110,000	
<b>Sub-total</b>		<b>35,000</b>	<b>35,000</b>	<b>37,500</b>		<b>75,000</b>	<b>40,000</b>		<b>89,000</b>	<b>43,000</b>		<b>95,000</b>	<b>45,000</b>		<b>100,000</b>	<b>48,000</b>		<b>110,000</b>	
<b>Natural Heritage Mapping</b>	Ongoing	51,000	51,000	51,000	100%	51,000	53,000	60%	89,000	55,000	61%	90,000	57,000	61%	93,000	59,000	62%	95,000	
Natural Heritage Strategy Phase II - Invasive Species	Project	-	-	-	-	-	20,000	33%	60,000	20,000	33%	60,000							
<b>Sub-total</b>		<b>51,000</b>	<b>51,000</b>	<b>51,000</b>		<b>51,000</b>	<b>73,000</b>		<b>149,000</b>	<b>75,000</b>		<b>150,000</b>	<b>57,000</b>		<b>93,000</b>	<b>59,000</b>		<b>95,000</b>	
<b>Watershed Specific Projects/ Studies</b>																			
Oak Ridges Moraine Coalition- Ecologist	Ongoing	46,000	45,036	46,000	50%	92,000	46,000	53%	87,000	48,000	54%	89,000	48,000	54%	89,000	50,000	50%	100,000	
Oak Ridges Moraine Coalition	Ongoing	2,500	2,500	2,500	100%	2,500	3,000	10%	31,000	3,000	10%	31,000	4,000	12%	34,000	4,000	12%	34,000	
Administration Building Capital Improvements													25,000	50%	50,000	25,000	50%	50,000	
<b>Sub-total</b>		<b>48,500</b>	<b>47,536</b>	<b>48,500</b>		<b>94,500</b>	<b>49,000</b>		<b>118,000</b>	<b>51,000</b>		<b>120,000</b>	<b>77,000</b>		<b>173,000</b>	<b>79,000</b>		<b>184,000</b>	
PUBLIC USE	<b>Conservation Area Management Plans</b>																		
	Ganaraska Forest Management Plan		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Sub-total</b>		<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	
REGULATION	<b>Flood Forecasting/Warning</b>																		
	Stream Gauge Replacement	Project	-	-	-	-	-	-	-	-	-	-	6,000	75%	8,000	6,000	75%	8,000	
	<b>Sub-total</b>		<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000</b>		<b>8,000</b>	<b>6,000</b>		<b>8,000</b>	
	<b>Natural Hazard Mapping</b>																		
	Clarington Floodline Update - NDMP Partner	Project	15,359	37,000	15,232	41%	37,000	30,000	50%	60,000	30,000	50%	60,000	30,000	50%	60,000	30,000	50%	60,000
	Generic Regulation Policy and Mapping	Project	-	-	-	-	-	32,000	46%	70,000	35,000	50%	70,000	35,000	50%	70,000	-	-	
	Lake Ontario Shoreline Erosion/Fld Mapping	Project	-	-	-	-	-	15,000	50%	30,000	-	-	-	-	-	-	-		
Update Hazard Policies & Procedures	Project	-	-	-	-	-	-	-	-	-	-	-	16,000	100%	16,000	16,000	100%	16,000	
Data Management	Project	-	-	-	-	-	25,000	50%	50,000	25,000	50%	50,000	40,000	44%	90,000	40,000	44%	90,000	
<b>Sub-total</b>		<b>15,359</b>	<b>37,000</b>	<b>15,232</b>		<b>37,000</b>	<b>102,000</b>		<b>210,000</b>	<b>90,000</b>		<b>180,000</b>	<b>121,000</b>		<b>236,000</b>	<b>86,000</b>		<b>166,000</b>	
<b>TOTAL CAPITAL</b>		<b>224,859</b>	<b>223,536</b>	<b>303,232</b>		<b>564,500</b>	<b>464,000</b>		<b>866,000</b>	<b>444,000</b>		<b>865,000</b>	<b>506,000</b>		<b>955,000</b>	<b>483,000</b>		<b>918,000</b>	
<b>Oak Ridges Moraine Conservation Plan &amp; Gap Filling</b>																			
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Sub-total</b>		<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	
<b>Regional Land Securement</b>																			
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
<b>Sub-total</b>		<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		<b>-</b>	



January 2, 2018

**Ganaraska Region  
Conservation Authority**

2216 County Road 28  
Port Hope, ON L1A 3V8

Phone: 905-885-8173  
Fax: 905-885-9824  
www.grca.on.ca

MEMBER OF  
CONSERVATION ONTARIO

Mr. R. J. Clapp, CPA, CA  
Commissioner of Finance  
Regional Municipality of Durham  
605 Rossland Road East - PO Box 623  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

**Re: 2018 Special Funding Requests**

The Ganaraska Region Conservation Authority (GRCA) is respectfully requesting special funding within the 2018 Special Projects budget.

The first request is for \$50,000 under Watershed Plan Update - Climate Change. Each Conservation Authority in the Province is responsible to create and regularly update Watershed Management Plans for each of their individual watersheds. Plans should be updated on a regular basis and, particularly, in response to a significant change in the watershed or public concern about environmental conditions.

The purpose of watershed plans is to create a framework to guide the conservation, management, rehabilitation, resource protection, and enhancement of each watershed. The plans also satisfy the municipal requirements of the *Oak Ridges Moraine Conservation Act, 2001* (where applicable) and the objectives and requirements of the plans shall be incorporated into each municipality's Official Plan.

The Durham Community Climate Adaptation Plan (DCCAP), which was approved by Durham Region Council in December 2016, proposes eighteen programs to address climate change. The Plan specifically recommends that climate change be considered and included in the future updates of all watershed plans (and other planning documents). To this end, the Region has contracted with the Ontario Climate Consortium (OCC) to undertake a project to "document the status of integration of climate change considerations in select plans and policies [and to] evaluate the state of science and practice to recommend a consistent climate change approach". The resultant report which is anticipated to be completed at the end of April 2018, will provide a high level work plan which will guide each authority as it updates its

watershed plans in terms of integrating climate change and updating appropriate policies.

Subsequent to the work of the OCC (which will include input from the DCCAP Steering Committee and the Natural Environmental Working Group), GRCA has concluded that it will build on the work of the OCC and will develop a more detailed work plan to update future watershed plans and initiate preliminary work in terms of:

- Utilizing a consistent approach in GRCA's watershed to incorporate climate change
- Determining the effect of climate change on all components of each of GRCA's watershed plans including:
  - Updated hydrologic models
  - Groundwater flow models
  - Surface water and groundwater quality assessment
  - Water budgets and water conservation
  - Aquatic and terrestrial resources
- Undertaking a gap analysis to identify what further documents need to be updated
- Identifying new information since the last watershed plans were completed in 2010 that is to be included in new plans

The second request is for \$25,000 to fund the Lake Ontario Shoreline Management Plan Update. The GRCA, in partnership with the Central Lake Ontario Conservation Authority (CLOCA) and the Lower Trent Region Conservation Authority (LTRCA), has identified the need to update the Lake Ontario Shoreline Management Plan. The GRCA will be the "lead" in undertaking this project.

The Lake Ontario Shoreline Management Plan was first commissioned by the three CA's in 1990. Particularly, in light of the record water levels in 2017 on Lake Ontario, the CA's intend to update and augment that Plan. The new study, leading to the final updated Plan, will also provide the opportunity to:

- Utilize new/updated coastal modelling
- Include consideration of natural heritage
- Consider potential climate change impacts

The elements of the study are:

- Determination of erosion/recession rates and processes
- Flooding analysis
- Understanding and assessing natural heritage (which was not analyzed in the first study)
- Risk assessment and potential solutions to risk

The Plan will include new mapping depicting hazard limits and will conclude with General Policy Recommendations to minimize risk from flooding, erosion and



associated shoreline hazards, to protect and enhance natural heritage and to ensure that new development does not impact the features and functions of the shoreline.

The cost of this work is estimated to be \$300,000. Half of the funding is anticipated to come from the Natural Disaster Mitigation Program, and the remaining 50% will be shared equally among the three CA's. Therefore, the GRCA is requesting \$25,000.00 special funding for this project from the Region of Durham.

Your consideration of our request is appreciated. Should you have any questions or require further information on these two special funding requests, please do not hesitate to contact the undersigned or Leslie Benson, Interim Director of Watershed Planning.

Sincerely,



Linda J. Laliberte, CPA, CGA  
CAO/Secretary-Treasurer

c.c. Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management



## 2018 Business Plan

## Toronto and Region Conservation Authority

By Program (\$,000's)	2017		2018		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Change \$	Proposed Budget \$
<b>1 Operating Programs</b>	611	611	626	-	626
<b>2 Special Benefiting Programs</b>					
Administrative Office Building	42	42	42	-	42
Watershed Planning	111	111	107	-	107
Aquatic Resources/Fisheries	67	67	68	-	68
Watershed Monitoring	206	206	206	-	206
Natural Heritage Mapping	100	100	120	-	120
Flood Forecasting/Warning	55	55	55	-	55
Natural Hazard Mapping	34	34	20	-	20
Watershed Specific Projects	187	187	195	-	195
<b>Special Benefiting Programs Subtotal</b>	<b>802</b>	<b>802</b>	<b>813</b>	<b>-</b>	<b>813</b>
<b>3 Land Management Funding</b>	-	-	41	-	41
<b>4 YPDT Ground Water Management</b>	175	175	175	-	175
<b>Net Program Expenses</b>	<b>1,588</b>	<b>1,588</b>	<b>1,655</b>	<b>-</b>	<b>1,655</b>

December 20, 2017

Mr. Jim Clapp, Commissioner of Finance and Treasurer  
Mr. Brian Bridgeman, Commissioner of Planning and Economic Development  
Regional Municipality of Durham  
P.O. Box 623  
605 Rossland Road East  
Whitby, ON L1N 6A3

**Sent via email to:**  
[Heather.Benson@durham.ca](mailto:Heather.Benson@durham.ca)

Dear Messers. Bridgeman and Clapp:

**Re: Toronto and Region Conservation Authority 2018 – 2022 Budget request and consideration of additional special project support for National Disaster Mitigation Program (NDMP)**

Toronto and Region Conservation Authority (TRCA) is pleased to provide the budget submission covering the period 2018 to 2022. The general levy request for 2018 and for subsequent years is 2.5%, impacted mostly by wage, employee benefit and similar inflationary pressures. TRCA's 2018 operating budget will amount to approximately \$45.6 million. Durham's 2018 share of the TRCA operating budget, as represented by the general levy, is \$539,120. This amount is included within the Region's operating allocation to TRCA, at \$626,275.

Excluding the Groundwater Management Project, TRCA's 2018 request for Special Benefitting Programs funding amounts to \$770,600, an increase of \$11,380 or 1.5% over 2017. While the annual funding from Durham Region helps TRCA to meet our regulatory requirements, there still exist many unfunded priorities which align with Durham's updated Strategic Plan (2015) and help to meet our mutual goals, these are included in the "Unmet Needs" category of our 2018 submission. TRCA would respectfully request Committee of the Whole consideration for additional special project funding for National Disaster Mitigation Program (NDMP) as part of the 2018 budget approval process.

Among the unmet needs priorities for 2018 outlined below, TRCA staff identified the need for approximately \$400,000 for water risk management in order to leverage \$400,000 of federal NDMP funding. This funding will allow TRCA to meet our proposed water risk management work plan which will modernize TRCA's floodplain mapping and modelling products in Durham Region, and will further aid in the development of a restoration strategy for existing flood control infrastructure in the Region. TRCA is very encouraged at the Region's recent correspondence with TRCA engineering staff which further demonstrates the Region's support for pursuit of NDMP funding in 2018.

National Disaster Mitigation Program

In 2015, the federal government established the National Disaster Mitigation Program, which allocates \$200 million over five years toward initiatives aimed at reducing the impacts of natural disasters, specifically flooding. Investments will focus on significant, recurring flood risk and costs, and advance work to facilitate private residential insurance for overland flooding. Projects are selected for funding through a competitive, merit-based process at the federal level, and are also prioritized by the Ontario Ministry of Municipal Affairs and Housing. Allocated on a cost-

sharing basis, proponents of funded projects must contribute a minimum of 50% of project costs from existing or confirmed funding.

In 2017, TRCA secured over \$425,000 in federal funding through the NDMP for a number of projects including: floodplain mapping updates, 2-Dimensional hydraulic modelling studies, hydrology updates, flood control infrastructure assessments and an expansion to the Real Time gauge network. All of these works benefit our municipal partners and ensure that the highest quality of flood management information is used for land use and emergency management planning, as well as municipal infrastructure risk assessments.

#### Emerald Ash Borer

The introduction of Emerald Ash Borer (EAB), an invasive insect which kills native ash trees, is seriously impacting the health of TRCA's and the Region's forests, and creating a significant threat to public safety and private property. Based on recent assessments, TRCA staff report that the number of hazardous ash trees has grown to more than 14,000 since 2012, and some trees have already begun to fall in an uncontrolled manner. To date, TRCA budgets have been utilized to keep existing public trails open and safe for use, remove all boundary hazards along the property limits of Petticoat Creek Conservation Area and Altona Forest in Pickering, as well as limited response to boundary tree concerns from adjacent private residents. In excess of 1,100 trees have been removed. TRCA has developed a prioritized action plan for implementation over a five year time frame with a total estimated budget of approximately \$1,500,000. For 2018, funding of \$175,000 would be utilized for outreach and coordination with municipal partners on operations and communications, complete removal of Priority 1 and 2 trees, EAB infestation monitoring and inventory on headwaters trails, and trail closures as require

#### Capital Asset Management Plan

TRCA's Asset Management Program will be consistent with those of our regional municipal partners and will comply with provincial guidelines on asset management planning. This program will allow TRCA to better integrate asset management and planning to minimize unexpected requests for capital more efficiently, effectively manage our assets, and ensure the sustainability of our land and infrastructure to serve the public and meet the demands of the future. An annual plan of scheduled activities will maintain state of good repair through ongoing proactive maintenance, repairs, and end-of-life replacement or retirement.

#### Greenspace Management

TRCA has welcomed the opportunity to be involved in the Region's current exercise to determine a mutually beneficial funding formula for greenspace management for all five conservation authorities in Durham. However, there is a pressing need to address urgent and ongoing management requirements for the conservation lands and trails in Durham Region which are so highly valued by the public. TRCA recommends the Region's consideration of an interim contribution of \$200,000 in 2018. TRCA staff has also recently apprised me of the potential to acquire additional and strategically located private landholdings in Durham. I would appreciate the opportunity to discuss these opportunities with your staff related to future year budget submissions.

#### Toronto Region Wildlife Centre

In May 2017, Resolution #A81/17 was approved by the Authority regarding support of the proposal by Toronto Wildlife Centre for a wildlife rescue, rehabilitation and education centre for the Greater Toronto Area. TRCA staff was directed to enter into discussions with staff from Durham Region, the City of Toronto, and TRCA's other regional municipal partners, regarding

the inclusion of a special request in the capital budget for funding based on the annual Modified Current Value Assessment formula, while ensuring that TRCA's regular funding is not negatively impacted. Staff will also explore opportunities for other grant funding contributions and federal and provincial infrastructure funding to offset the participating municipal contributions.

Staff and I would be pleased to discuss any of these initiatives with you at your convenience. Thank you for your continued support.

Sincerely,



John MacKenzie, M.Sc.(PI) MCIP, RPP  
Chief Executive Officer

- cc. Maria Augimeri, Chair, TRCA  
Regional Councillor Kevin Ashe, City of Pickering  
Regional Councillor Jack Ballinger, Township of Uxbridge  
Regional Councillor Colleen Jordan, Town of Ajax  
Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management, Region of Durham  
Chris Darling, Chief Administrative Officer, Central Lake Ontario Conservation Authority  
Linda Laliberte, General Manager, Ganaraska Region Conservation Authority  
Mark Majchrowski, Chief Administrative Officer, Kawartha Region Conservation Authority  
Mike Walters, Chief Administrative Officer, Lake Simcoe Region Conservation Authority

/Encl.

## 2018 - 2021 TRCA Region of Durham Budget Submission Executive Summary

Toronto and Region Conservation Authority (TRCA) was established in 1957, following an amalgamation of four local area conservation authorities, each of which had been established following the introduction of the *Conservation Authorities Act* (Act) in 1946. The Act was a provincial response to the growing recognition of the state of deterioration of its natural resources and the potential impact that this could have on general economic viability in the post war era. Section 20 of the Act describes the mandate of conservation authorities: “The objects of an authority are to establish and undertake, in the area over which it has jurisdiction, a program designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals.”

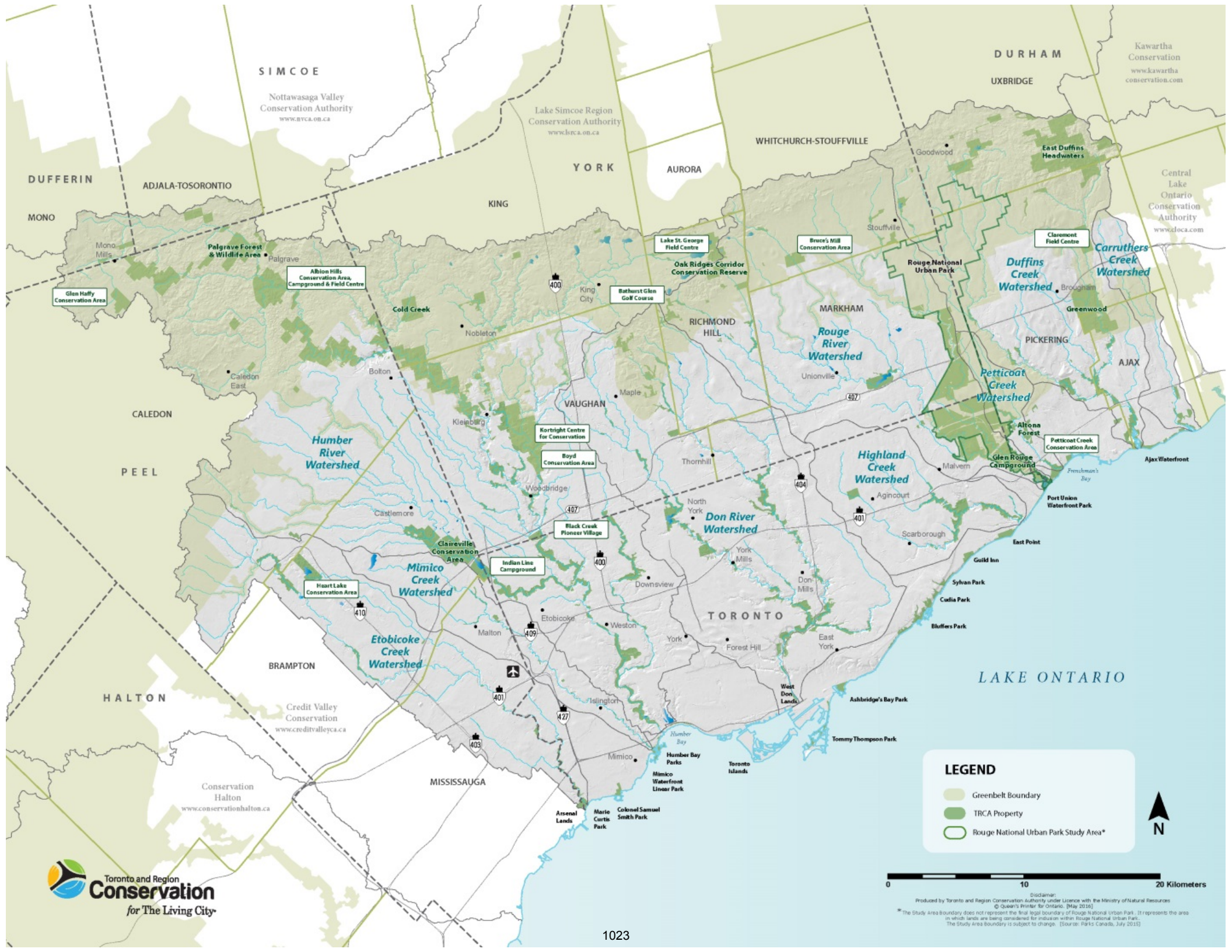
TRCA has always had a unique and challenging role as the conservation authority charged with management of the natural and water resources of Canada’s largest urban centre. Over TRCA’s five decades of existence, the scope of environmental and sustainability challenges facing the Toronto region has expanded significantly. The problems of deforestation and soil erosion caused by agricultural expansion in the early twentieth century have been replaced by the impacts of extensive urban development on water quality, riverbank erosion, flood risk, ecosystem loss, degradation of greenspace and air quality, to name a few. Further, international sustainability crises such as climate change and the worldwide loss of biodiversity point to the need for communities in the Toronto region to live and act more sustainably in recognition of our global impact. Over time, TRCA has evolved its programming to continue to provide benefit and value to its partner communities as these new issues and priorities have emerged. The story of TRCA has been one of continuous evolution and adaptation in response to changes in science, community demands and public policy. TRCA’s vision and mission statements reflect that evolution:

Vision statement: “The quality of life on Earth is being created in rapidly expanding city regions. Our vision is for a new kind of community, *The Living City*, where human settlement can flourish forever as part of nature’s beauty and diversity.”

Mission statement: “To work with our partners to ensure that *The Living City* is built upon a natural foundation of healthy rivers and shorelines, greenspace and biodiversity and sustainable communities.”

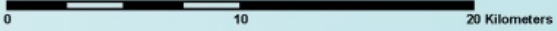
The four pillars of *The Living City* are: *Healthy Rivers and Shorelines; Greenspace and Biodiversity; Sustainability Communities; and Business Excellence, a green economy and responsive government.* TRCA works with its partners to pursue *The Living City* vision in a way that is appropriate to the context of the modern Toronto region. TRCA is committed to safeguarding and enhancing the health and well-being of the residents of the Toronto region through the protection and restoration of the natural environment and the fundamental ecological services our environment provides. TRCA will work in a cooperative, open and accountable manner with our partners to find solutions that improve the quality of life in the dynamic communities of the Toronto region. In order to build a foundation for our Strategic Plan, TRCA’s developed the following Guiding Principles:

- People are part of nature. Looking after one entails taking care of the other.
- Natural systems provide fundamental and irreplaceable benefits that are vital to our health and well-being and quality of life.
- "Systems thinking" leads to the most effective solutions.
- All residents deserve opportunities to help shape the future of their community.



**LEGEND**

- Greenbelt Boundary
- TRCA Property
- Rouge National Urban Park Study Area\*



Disclaimer:  
Produced by Toronto and Region Conservation Authority under Licence with the Ministry of Natural Resources  
© Queen's Printer for Ontario, (May 2016)  
\*The Study Area boundary does not represent the final legal boundary of Rouge National Urban Park. It represents the area in which lands are being considered for inclusion within Rouge National Urban Park.  
The Study Area boundary is subject to change. (Source: Parks Canada, July 2015)

**Toronto and Region Conservation Authority  
2018 Budget Submission  
Region of Durham**

By Program	Approved Budget	Projected Budget					2018 over 2017 Change \$	2018 over 2017 Change %
	2017	2018	2019	2020	2021	2022		
<b>General Benefiting Operating Levy</b>	<b>611,000</b>	<b>626,275</b>	<b>643,500</b>	<b>660,500</b>	<b>678,500</b>	<b>697,500</b>	15,275	2.50%
<b>Special - New Headquarters Facility (2017-2037)</b>	<b>42,371</b>	<b>42,371</b>	<b>42,371</b>	<b>42,371</b>	<b>42,371</b>	<b>42,371</b>	-	0.00%
<b>Special Benefiting Programs</b>								
Duffins-Carruthers Watershed Plan Implementation	47,220	48,000	49,000	50,000	51,000	52,000		
Durham Stewardship Program	50,000	50,000	51,000	52,000	53,000	54,000		
Watershed Plan Development	-	-	44,000	45,000	45,000	46,000		
Watershed and Environmental Report Cards	-	-	29,000	29,000	29,000	36,000		
Climate Change - Research and Adaptation	9,000	9,000	9,000	11,000	11,000	11,000		
Community Transformation Partnership Program - CVA	4,000	-	-	-	-	-		
<b>Watershed Planning</b>	<b>110,220</b>	<b>107,000</b>	<b>182,000</b>	<b>187,000</b>	<b>189,000</b>	<b>199,000</b>	(3,220)	-2.82%
Regional Watershed Monitoring Program	206,000	206,000	207,000	217,000	218,000	218,000		
<b>Regional Watershed Monitoring</b>	<b>206,000</b>	<b>206,000</b>	<b>207,000</b>	<b>217,000</b>	<b>218,000</b>	<b>218,000</b>	-	0.00%
Terrestrial Natural Heritage Implementation Program	35,000	40,000	41,000	36,000	37,000	37,000		
Terrestrial Ecosystem Science Program	19,000	19,000	35,000	35,000	36,000	36,000		
Terrestrial Natural Heritage Field Inventory Program	46,000	61,000	61,000	61,000	64,000	64,000		
<b>Natural Heritage Mapping</b>	<b>100,000</b>	<b>120,000</b>	<b>137,000</b>	<b>132,000</b>	<b>137,000</b>	<b>137,000</b>	20,000	22.22%
Flood Gauging (Flood Maintenance)	35,000	35,000	35,000	36,000	36,000	36,000		
Flood Control Infrastructure Maintenance	20,000	20,000	20,000	22,000	22,000	22,000		
<b>Floodworks &amp; Flood Warning System</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>58,000</b>	<b>58,000</b>	<b>58,000</b>	-	0.00%
TRCA Flood Line Mapping Program	20,000	20,000	38,000	38,000	38,000	38,000		
Planning & Regulation Policy Updates Program	8,000	-	-	-	-	-		
Growth Management and Specialized Planning Studies Program	6,000	-	-	-	-	-		
<b>Flood Vulnerable Areas Map Updates</b>	<b>34,000</b>	<b>20,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	(14,000)	-17.50%
Aquatic Ecosystem Science Program	33,000	33,000	33,000	34,000	34,000	35,000		
Duffins-Carruthers Fish Management Plan Implementation	34,000	35,000	36,000	36,000	37,000	37,000		
<b>Aquatic Resources/Fisheries</b>	<b>67,000</b>	<b>68,000</b>	<b>69,000</b>	<b>70,000</b>	<b>71,000</b>	<b>72,000</b>	1,000	2.13%
Durham Watershed Trails Program	65,000	65,000	66,000	67,000	68,000	69,000		
Durham Waterfront Trails Program	30,000	30,000	32,000	32,000	34,000	35,000		
Managing Hazard Trees Program	33,000	40,600	42,000	43,000	44,000	45,000		
<b>Watershed Specific - Trails and Hazard Trees</b>	<b>128,000</b>	<b>135,600</b>	<b>140,000</b>	<b>142,000</b>	<b>146,000</b>	<b>149,000</b>	7,600	5.31%
Frenchman's Bay Management Plan Program	10,000	10,000	12,000	12,000	14,000	14,000		
Pickering Harbourfront Regeneration Project	-	-	-	-	-	-		
Canada Goose Management Program	-	-	-	-	-	-		
Duffins Marsh Restoration Program	35,000	35,000	36,000	36,000	37,000	37,000		
Bioregional Seed Crop Program	14,000	14,000	14,000	14,000	14,000	14,000		
Rural Clean Water Program	-	-	-	-	-	-		
<b>Watershed Specific - Durham Waterfront</b>	<b>59,000</b>	<b>59,000</b>	<b>62,000</b>	<b>62,000</b>	<b>65,000</b>	<b>65,000</b>	-	0.00%
<b>Sub-Total</b>	<b>759,220</b>	<b>770,600</b>	<b>890,000</b>	<b>906,000</b>	<b>922,000</b>	<b>936,000</b>	11,380	1.52%
Groundwater Management	175,000	175,000	175,000	175,000	175,000	175,000		
<b>Total net Program Costs</b>	<b>1,587,591</b>	<b>1,614,246</b>	<b>1,750,871</b>	<b>1,783,871</b>	<b>1,817,871</b>	<b>1,850,871</b>	26,655	1.75%
<b>Unmet Needs</b>								
Emerald Ash Borer		175,000	275,000	275,000	275,000	275,000		
Capital Asset Management		250,000	250,000	250,000	250,000	250,000		
Greenspace Management and Land Care		200,000	200,000	200,000	200,000	200,000		
Toronto Region Wildlife Centre		145,000	145,000	145,000	-	-		
National Disaster Mitigation Program		400,000	-	-	-	-		
<b>Total net Program Costs (including Enhancements)</b>	<b>1,587,591</b>	<b>2,784,246</b>	<b>2,620,871</b>	<b>2,653,871</b>	<b>2,542,871</b>	<b>2,575,871</b>		



# National Disaster Mitigation Program Funding Benefits for TRCA's Floodplain Management Program in Durham Region

## BUSINESS CASE

### 1. NATIONAL DISASTER MITIGATION PROGRAM

In 2015, the Federal Government established the National Disaster Mitigation Program, which allocates \$200 million over five years toward initiatives aimed at reducing the impacts of natural disasters, specifically flooding. Investments will focus on significant, recurring flood risk and costs, and advance work to facilitate private residential insurance for overland flooding. Projects are selected for funding through a competitive, merit-based process at the federal level, and are also prioritized by the Ontario Ministry of Municipal Affairs and Housing. Allocated on a cost-sharing basis, proponents of funded projects must contribute a minimum of 50% of project costs from existing or confirmed funding.

Since the start of the NDMP program, TRCA has secured over \$700,000 in federal funding for a number of projects including: floodplain mapping updates, 2-Dimensional hydraulic modelling studies, hydrology updates, flood control infrastructure assessments and an expansion to the Real Time gauge network. All of these works benefit TRCA's municipal partners and ensure that the highest quality of flood management information is used for land use and emergency management planning, as well as municipal infrastructure risk assessments.

Matching funds for NDMP projects are made available through TRCA's Floodline Mapping Program (account 127-90) and TRCA's Flood Infrastructure Program (account 107-03). Due to a lack of funding for Flood Management in Durham Region, TRCA was only able to undertake 2 projects since 2015:

1. Pickering and Ajax SPA 2D Modelling Study and Dyke Assessment, which will produce a new 2-Dimensional hydraulic model for the Pickering and Ajax Special Policy Areas, approximately three updated floodplain map sheets, and a detailed geotechnical evaluation of the existing flood control dyke systems located in the area.
2. Floodplain mapping update of the Carruthers Creek watershed, which will consist of the development of a new hydraulic model and the update of approximately 14 floodplain map sheets. This project will begin in March 2018.

Initial results from the Pickering and Ajax SPA 2D Modelling Study and Dyke Assessment study have identified a number of structural deficiencies that require immediate attention in order to continue to protect the residential and commercial areas behind the dyke system from flooding.

TRCA staff are now planning projects for 2018-2021 and again would like to leverage funding from the final intake of the NDMP program to undertake the following projects in Durham Region:

1. Pickering and Ajax Dyke Remediation Environmental Assessment,
2. Floodplain mapping update of the Duffins Creek watershed, and
3. Hydrology update for the Petticoat Creek watershed.

The total estimated cost to complete the above noted projects is \$800,000 of which TRCA is requesting \$400,000 in additional funds outside of the 2018 budget envelope. As part of the NDMP application, TRCA must identify contributing funding sources; as such the funds need to be in place for 2018 in order for TRCA to have a complete application.

## 1.1 Business Need/Case

As a result of insufficient funding towards floodplain mapping in Durham Region, both flood plain maps and corresponding hydrology and hydraulic models are largely out of date. It is TRCA's benchmark to ensure flood plain mapping and models are updated on a 10 year cycle. This approach ensures that Municipalities are using up to date information to safeguard communities from flood risks and to ensure adequate emergency management planning for flooding.

Most flood plain mapping in Durham Region is based on topography from 1977, with the exception of some growth areas where newer information from 2008 was obtained through the land development process. TRCA's flood hydrology and hydraulic models also vary in age from 2002 to 2012, with the majority of the watershed models not meeting TRCA's 10 year update cycle target. A current review of flood plain mapping in Durham Region has identified a need to update flood mapping and modeling for the Duffins and Petticoat Creek Watersheds.

In addition, a recent engineering assessment of the Pickering and Ajax Dyke has identified a number of significant deficiencies that requires immediate attention. In order to move forward on the recommendations from the assessment, TRCA requires additional funding to undertake an Environmental Assessment of the Pickering and Ajax Dyke. The EA will identify solutions to remediate the flood infrastructure so that it can continue to protect the public from flooding and meet land use planning commitments envisioned when the structures were originally constructed in the early 1980's. The structural deficiencies identified through the current engineering assessment are significant and require restoration works to be initiated and completed in the near future. The risk of failure associated with the structures is high considering their current condition. The number and extent of the impacts associated with a structural failure during a significant storm event would be substantial to the municipalities of Ajax and Pickering, and to Durham Region.

The total estimated cost to update flood plain mapping in Durham Region and to move forward on an EA for the Pickering and Ajax Dyke is \$800,000 of which TRCA is proposing to seek 50% from the final intake of the National Disaster Mitigation Program, therefore, \$400,000 in additional funding is required outside of the 2018 budget envelope.

## 1.3 Benefits to the Region of Durham and Local Municipalities

Current and up to date flood plain mapping underpin any flood management activity and is critical to protecting life and property from flooding. The Region of Durham, Town of Ajax, and the City of Pickering will benefit by having:

1. Updated flood modelling and mapping that will inform Municipal Emergency Management planning to keep the public safe from floods,
2. A set of state of the art hydrology models which will inform land development and Official Planning activities,
3. Updated floodplain maps based on high resolution LiDAR topographic information that will be used by TRCA and Municipalities to ensure new communities and development are safe from flooding, and
4. A flood infrastructure remediation plan for the Pickering Ajax Dyke system that will provide a path forward to ensure continued flood protection for the Pickering Village and Notion Road Communities in the Town of Ajax and City of Pickering.

## 2. TENTATIVE SCOPE

TRCA staff will provide project management and coordinate technical review with Durham Region, the Town of Ajax and the City of Pickering. The scope of work for each project will vary based on project specifics and each project will include:

1. The development of a Terms of References and Requests for Proposals,
2. Procurement and the retention of consulting firms,
3. Engineering modeling, design and mapping,
4. Public consultation,
5. Project reporting, and
6. Project completion.

### 3. PROJECT DELIVERABLES

Project deliverables will be specific to each projects, however key deliverables include:

1. Updated hydrology and hydraulic modeling
2. Updated stormwater management criteria,
3. Updated floodplain maps,
4. Flood control dyke restoration plan and implementation costing, and
5. Project summary reports

### 4. FUNDING & PRELIMINARY BUDGET

The following table contains a summary budget based on the planned cost components and estimated costs required for successful completion of the specific projects.

<b>Summary Budget – List component project costs</b>			
<b>Project Component</b>	<b>Financial Contribution - Durham</b>	<b>Financial Contribution - NDMP</b>	<b>Total</b>
• Pickering and Ajax Dyke Remediation Environmental Assessment	\$250,000	\$250,000	\$500,000
• Duffins Creek Floodplain Mapping Update	\$120,000	\$120,000	\$240,000
• Petticoat Creek Hydrology Update	\$30,000	\$30,000	\$60,000

### 5. PROJECT TEAM

TRCA would be the Project Proponent, and would be responsible for the development and submission of the various reports and assessments. TRCA would continue to work closely with representatives from the Region of Durham, the City of Pickering, and Town of Ajax as part of the internal Project Team and Technical Advisory Committee to ensure continue coordination on all aspects of the project. As the project team is identified, a Project Charter would be developed and agreed to by all parties.



## 2018 Business Plan

## Lake Simcoe Region Conservation Authority

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>	258	258	263	(8)	255
<b>2 Special Benefiting Programs</b>					
Watershed Planning	77	77	78	-	78
Watershed Monitoring	37	37	41	-	41
Natural Heritage Mapping	6	6	7	-	7
Conservation Area Management Plans	28	28	28	-	28
Flood Forecasting/Warning	8	8	8	-	8
Natural Hazard Mapping	20	20	20	-	20
Watershed Specific Projects	287	287	289	-	289
<b>Special Benefiting Programs         Subtotal</b>	<b>463</b>	<b>463</b>	<b>471</b>	<b>-</b>	<b>471</b>
<b>3 Special One-Time Funding</b>					
Lake Simcoe - Scanlon Creek Renovation Project	-	-	39	-	39
Lake Simcoe - Scanlon Creek Operations Centre Infrastructure Maintenance	24	24	-	-	-
<b>Special One-Time Funding         Subtotal</b>	<b>24</b>	<b>24</b>	<b>39</b>	<b>-</b>	<b>39</b>
<b>4 Land Management Funding</b>	-	-	22	-	22
<b>Net Program Expenses</b>	<b>745</b>	<b>745</b>	<b>795</b>	<b>(8)</b>	<b>787</b>



January 23, 2018

Mr. Jim Clapp, Finance Commissioner  
The Regional Municipality of Durham  
P.O. Box 623, 605 Rossland Road East  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

Re: Capital & Operations Budget 2018-2022 Lake Simcoe Region Conservation Authority

We are attaching the revised 2018 budget submission document which is within the total the Durham Region guidelines. The schedules for the five-year period for the Lake Simcoe Region Conservation Authority (LSRCA) include:

- Schedule 1 – Operations budget – includes 2018 CVA adjustment
- Schedule 2 – Special Benefitting Levy Summary
- Schedule 3 – Special Operating Levy Summary
- Schedule 4 – Special Asks Summary
- Schedule 5 – Special Benefitting Levy – Detail by Program\*

LSRCA works with nine (9) municipalities throughout the watershed to fund the general levy operating budget. It is challenging to establish a budget that not only meets the requirements of LSRCA's Board of Directors guidelines but also accommodates all nine municipal funding partners' guidelines.

We have taken the same approach as prior years to balance the total increases applied to the individual levies with the total guideline increase permitted using the 2.5 per cent increase on the operating budgets and the 1.5 percent increase on special benefitting budget, which provides for a total increase of \$13,419. The operating budget increases by \$3,896 before the CVA adjustment of (\$7,685) for a final ask of \$233,967. The special operating levy increases by \$390, and the special benefitting increase is \$7,854. Together these increases total the \$12,140 amount that is within the guidelines.

To support the 2018 Special Ask amounts, the following business case is included:

- Scanlon Creek Operations Centre Renovation

LSRCA appreciates the time and guidance provided by the Durham Region staff each year as we move through the budget process and would like to acknowledge the municipalities past support. The LSRCA could not have achieved another successful year without our municipal partners.

Yours truly,

A handwritten signature in black ink, appearing to read "Mike Walters".

Mike Walters  
Chief Administrative Officer

Attachments

# Durham Region Budget

## Lake Simcoe Region Conservation Authority: 2016 Activities

### 1.0 Introduction

The Lake Simcoe Region Conservation Authority (LSRCA) has been dedicated to conserving, restoring and managing the Lake Simcoe watershed since 1951. Thanks to our federal, provincial, municipal and community partners, we build on a tradition of success and provide the leadership needed to protect what is natural and restore what has degraded in our watershed.

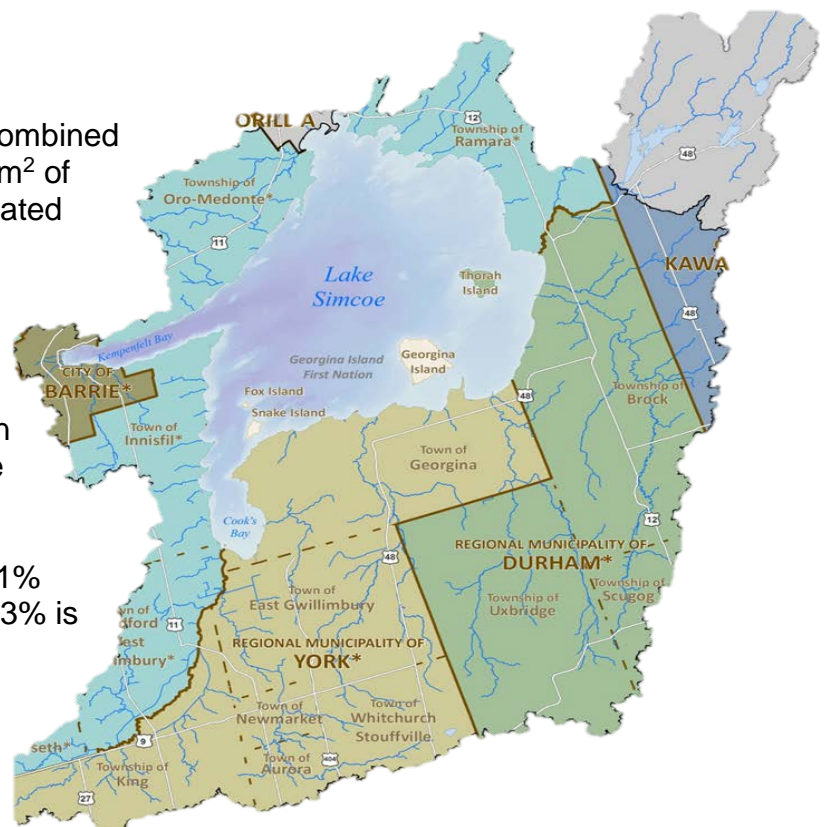
Our Vision for the watershed is a thriving environment that inspires and sustains us for generations to come. This outcome will be achieved through our mission to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.

More specifically the LSRCA works to protect people and their property from flooding and erosion hazards, to protect natural areas and open space, to restore and protect aquatic and natural habitats, to provide recreational and education opportunities to watershed residents, and to provide science-based advice and services.

LSRCA follows the core principles that make conservation authorities unique – watershed jurisdiction, local decision making and funding partnerships. It's a governance model that has proven effective for government and community partners to make collective and informed decisions that impact the present and future health of the Lake Simcoe watershed.

### 2.0 Our Shared Geography

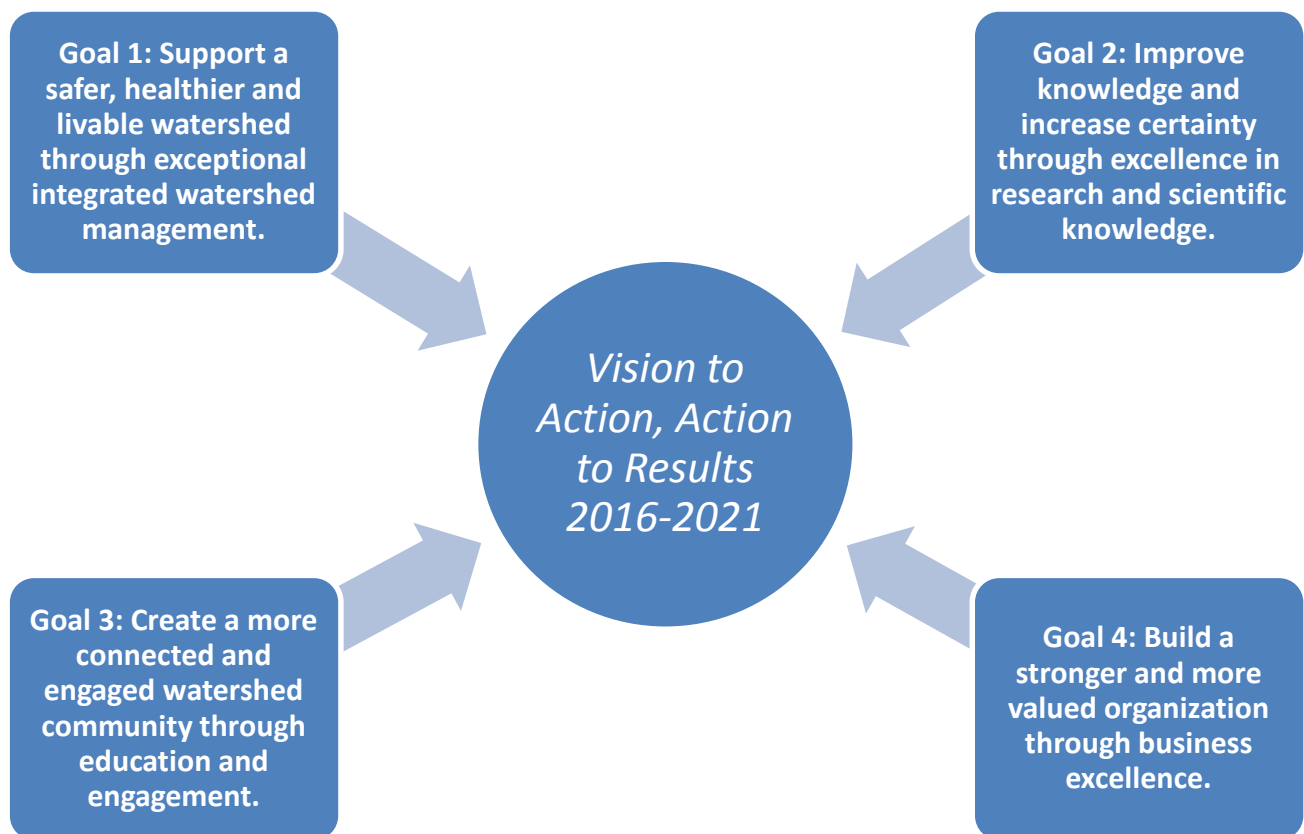
A total of 21 rivers and streams with a combined length of almost 100 km drain the 793 km<sup>2</sup> of the Regional Municipality of Durham located within the Lake Simcoe watershed. The municipality has 17.5 kilometers of shoreline along Lake Simcoe located in the Township of Brock (6% of the entire Lake Simcoe shoreline). Agriculture is the primary land use within the Region's portion of the Lake Simcoe watershed at 51% of the total area followed by natural heritage features (wetlands, forests, and grasslands) at 41% and urban areas at 5%. The remaining 3% is comprised of aggregate resources and recreation lands (golf courses).



### 3.0 *Vision to Action, Action to Results 2016-2021*

The Regional Municipality of Durham has been a valued member of the Lake Simcoe Region Conservation Authority since 1971. The partnership continues to provide significant benefits to watershed residents made possible through the funding support that the Authority receives especially from its municipal partners. In 2016 the Authority celebrated its 65 year in operation with the release of a new five year Strategic Plan entitled *Vision to Action, Action to Results 2016-2021*. The plan was developed after extensive consultations with our partners to where possible better align our business areas to the needs of our municipalities and provide greater value. It is our hope that we are succeeding and would like to highlight some of our shared accomplishments in 2016 within the Regional of Durham.

#### **Vision to Action, Action to Results contains four key goals:**



For a more complete review of the LSRCA programs and services please visit our website at [www.lsrca.on.ca](http://www.lsrca.on.ca) . The LSRCA 2017 Annual Report will be available on-line after January 26, 2018 and a final audited statement will be provided by the end of April.

Lake Simcoe Region C.A.  
2018 Preliminary Budget Review

**Schedule 1 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2018-2022)**

OPERATIONS BUDGET	2017 Actual		2018 Request		2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Program Operations	237,756	237,756	237,756	3,766,841	233,967	3,898,680	242,156	4,035,134	250,631	4,176,364	259,403	4,322,537
Other Programs												
Assessment Growth (CVA)			(7,685)									
Economic Adjustment (Base)			3,896		8,189		8,475		8,772		9,079	
<b>Budget Request per Guideline</b>	<b>237,756</b>	<b>237,756</b>	<b>233,967</b>	<b>3,766,841</b>	<b>242,156</b>	<b>3,898,680</b>	<b>250,631</b>	<b>4,035,134</b>	<b>259,403</b>	<b>4,176,364</b>	<b>268,483</b>	<b>4,322,537</b>

**Schedule 3 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Operating Levy (2018-2022)**

Special Operating Levy	2017 Actual		2018 Request		2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Wages & Benefits	15,125	15,125	15,125	201,114	15,405	208,153	16,044	215,438	16,707	222,979	17,395	230,783
Ed Centre - Operations	5,927	5,927	5,927	64,867	6,037	67,137	6,148	69,487	6,262	71,919	6,378	74,436
Economic Adjustment (Base)			390		750		777		804		832	
<b>Budget Request per Guideline</b>	<b>21,052</b>	<b>21,052</b>	<b>21,442</b>	<b>265,981</b>	<b>22,192</b>	<b>275,290</b>	<b>22,969</b>	<b>284,925</b>	<b>23,773</b>	<b>294,898</b>	<b>24,605</b>	<b>305,219</b>



Lake Simcoe Region C.A.  
2018 Preliminary Budget Review

**Schedule 2 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Benefitting Levy (2018-2022)**

Special Benefitting Levy	2017 Actual		2018 Request		2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Special Benefitting Levy	463,282	463,282	463,282	3,376,915	471,136	3,426,255	476,964	3,476,335	482,880	3,527,167	488,885	3,578,761
Assessment Growth(CVA)												
Economic Adjustment (Base)			7,854		5,828		5,916		6,005		6,095	
<b>Budget Request per Guideline</b>	<b>463,282</b>	<b>463,282</b>	<b>471,136</b>	<b>3,376,915</b>	<b>476,964</b>	<b>3,426,255</b>	<b>482,880</b>	<b>3,476,335</b>	<b>488,885</b>	<b>3,527,167</b>	<b>494,980</b>	<b>3,578,761</b>

**Schedule 4 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR One-Time Requests (2018-2022)**

One-Time Requests	2017 Actual		2018 Request		2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Infrastructure Maintenance for Scanlon Creek Operations Centre	24,000	24,000										
Scanlon Creek Operations Centre renovation Project			39,162	601,571								
<b>Budget Request per Guideline</b>	<b>24,000</b>	<b>24,000</b>	<b>39,162</b>	<b>601,571</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**LAKE SIMCOE REGION CONSERVATION AUTHORITY - Schedule 5**

SPECIAL BENEFITTING LEVY		Durham %	2018 Proposed Budget		2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast		
			Request to Region	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	
WATERSHED STUDIES AND STRATEGIES	Basin Wide Management	6.2%	22,831	368,436	23,173	373,963	23,521	379,572	23,874	385,266	24,232	391,045	
	Watershed Planning	100.0%	77,571	77,571	77,571	77,571	77,571	77,571	77,571	77,571	77,571	77,571	
	<b>Total Watershed Studies and Strategies</b>		<b>100,402</b>	<b>446,007</b>	<b>100,744</b>	<b>451,534</b>	<b>101,092</b>	<b>457,143</b>	<b>101,445</b>	<b>462,837</b>	<b>101,803</b>	<b>468,616</b>	
WATER RISK MANAGEMENT	<b>Flood Management and Warning</b>												
	Natural Hazard Mapping	19.1%	20,390	106,863	20,696	108,466	21,006	110,093	21,321	111,744	21,641	113,420	
	Forecasting and Warning	4.2%	7,698	181,201	7,813	183,919	7,931	186,678	8,050	189,478	8,170	192,320	
	<b>Water Management/Restoration</b>												
	Urban Restoration	17.2%	94,007	547,540	95,417	555,753	96,848	564,089	98,301	572,551	99,776	581,139	
	<b>Water Science and Monitoring</b>												
	Water Response	6.2%	10,355	166,961	10,510	169,465	10,668	172,007	10,828	174,588	10,990	177,206	
Ground Water	6.2%	8,089	130,389	8,210	132,345	8,333	134,330	8,458	136,345	8,585	138,390		
<b>Total Water Risk Management</b>		<b>140,539</b>	<b>1,132,954</b>	<b>142,647</b>	<b>1,149,948</b>	<b>144,787</b>	<b>1,167,198</b>	<b>146,959</b>	<b>1,184,705</b>	<b>149,163</b>	<b>1,202,476</b>		
ECOLOGICAL MANAGEMENT	<b>Restoration and Regeneration</b>												
	Land Owner Environmental Assistance Program (LEAP)	17.0%	93,921	552,534	95,330	560,822	96,760	569,234	98,211	577,773	99,684	586,439	
	<b>Ecosystem Science and Monitoring</b>												
	Surface Water Quality	6.2%	8,526	137,469	8,654	139,531	8,784	141,624	8,915	143,748	9,049	145,905	
	Open Lake Monitoring	6.2%	14,392	232,018	14,608	235,498	14,827	239,031	15,049	242,616	15,275	246,255	
	Natural Heritage Mapping	6.2%	6,997	112,758	7,102	114,449	7,208	116,166	7,317	117,909	7,426	119,677	
<b>Total Ecological Management</b>		<b>123,836</b>	<b>1,034,779</b>	<b>125,694</b>	<b>1,050,301</b>	<b>127,579</b>	<b>1,066,055</b>	<b>129,493</b>	<b>1,082,046</b>	<b>131,435</b>	<b>1,098,277</b>		
GREENSPACE SERVICES	<b>Management</b>												
	Conservation Area Management Planning and Coordination	24.1%	69,647	289,323	70,692	293,663	71,752	298,068	72,828	302,539	73,921	307,077	
<b>Total Greenspace Services</b>		<b>69,647</b>	<b>289,323</b>	<b>70,692</b>	<b>293,663</b>	<b>71,752</b>	<b>298,068</b>	<b>72,828</b>	<b>302,539</b>	<b>73,921</b>	<b>307,077</b>		
CORPORATE	<b>Goverance</b>												
	Lake Simcoe Protection Plan	6.2%	15,429	248,764	15,660	252,495	15,895	256,283	16,134	260,127	16,376	264,029	
	Conservation Authorities Moraine Coalition	50.0%	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	
	<b>Information Management</b>												
	Program Information Management	5.9%	10,672	181,522	10,832	184,245	10,995	187,009	11,159	189,814	11,327	192,661	
<b>Financial Management</b>													
Asset Management - Vehicles and Equipment	16.7%	5,611	33,566	5,695	34,069	5,781	34,581	5,867	35,099	5,955	35,626		
<b>Total Corporate</b>		<b>36,712</b>	<b>473,852</b>	<b>37,188</b>	<b>480,810</b>	<b>37,670</b>	<b>487,872</b>	<b>38,161</b>	<b>495,040</b>	<b>38,658</b>	<b>502,316</b>		
<b>TOTAL CAPITAL</b>				<b>471,136</b>	<b>3,376,915</b>	<b>476,964</b>	<b>3,426,255</b>	<b>482,880</b>	<b>3,476,335</b>	<b>488,885</b>	<b>3,527,167</b>	<b>494,980</b>	<b>3,578,761</b>
<b>Regional Land Securement</b>				200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
<b>Total Regional Land Securement</b>				<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	

**BUSINESS CASE FOR  
SCANLON CREEK OPERATIONS CENTRE  
RENOVATION PROJECT**

Presented to the Regional Municipality of Durham

**Budget 2018**



## TABLE OF CONTENTS

Executive Summary.....	3
Situational Analysis.....	3
Project Description .....	4
Critical Assumptions.....	5
Risk Assessment .....	5
Implementation Timeline .....	5
Cost/Benefit Analysis .....	5
Cost Comparisons .....	6
Performance Measures.....	7
Conclusions and Recommendations.....	8

## EXECUTIVE SUMMARY

To achieve the goals and objectives in our Strategic Plan *Vision to Action, Action to Results* and to keep pace with the service needs of an ever growing population in the Lake Simcoe watershed, LSRCA also needs to grow as an organization. Unfortunately office space at our headquarters located at 120 Bayview Parkway (Newmarket) is already at capacity. To this end, an analysis of options to facilitate the necessary office space was undertaken utilizing a business case approach.

Based on the analysis, the preferred alternative is to continue to renovate the Scanlon Creek Operations Centre (formerly the Outdoor Education Centre) to provide the additional office space. This 16,500 square foot building was originally used to provide environmental education programs for elementary school groups. With the loss of the residential educational program in 2011, a portion of the centre was repurposed as office space in 2014 to house the Conservation Lands and Education and Outreach Divisions.

To determine whether the facility could provide additional office space, LSRCA retained the services of an architectural firm to begin the process of developing conceptual designs. Based on the results, it was not only feasible but extremely cost effective to complete additional renovations at the Operations Centre that could address the growth needs of LSRCA. The Board of Directors authorized moving forward with detailed design and construction documentation development with the anticipation that final renovations can be completed by June 2018.

This submission seeks funding assistance to support the complete renovation of the Scanlon Creek Operations Centre. Project management and coordination will be undertaken by existing LSRCA staff, with architectural services and construction provided by outside contractors.

## SITUATIONAL ANALYSIS

The Scanlon Creek Operations Centre (formerly the Outdoor Education Centre) is a single storey building with a basement originally constructed in 1978, with additions to the dormitories completed in the 1990s. This 16,500 square foot building was originally used to provide environmental education programs for elementary school groups with facilities to accommodate instruction, dining, dormitory, staff, administration and support program areas.

With a change in organizational size and staffing needs, LSRCA undertook a minor renovation of the building interior in 2014 in order to provide a satellite Operations Centre, similar in function to the Administrative Office in Newmarket. Currently, the Scanlon Creek Operations Centre is home to 25 staff (permanent fulltime and contract) representing the Conservation Land Division and the Education and Outreach Program. The office space within the building housing these staff members accounts for less than 35% of the available square footage.

The decision to invest in and repurpose the Scanlon Creek Outdoor Education Centre into an Operations Centre in 2013 achieved a number of benefits. It not only solved the problem of overcrowding at LSRCA’s headquarters but also resolved the issue and cost associated with decommissioning the Centre as well. The projected cost to decommission or demolish the centre was substantial and in retrospect would have been wasteful. Plans to renovate and reuse the facility will ensure that LSRCA office needs will be addressed into the future.

**PROJECT DESCRIPTION**

In September 2016 LSRCA retained the services of an architectural firm to begin the process of developing conceptual designs to complete the renovations to transform the facility into a high functioning office and Operations Centre capable of accommodating a wide range of LSRCA staff from the Administrative Office in Newmarket, which is currently at capacity. With the conceptual design completed, LSRCA has moved forward with detailed design and construction documentation development with the anticipation that final renovations can be completed by June 2018. When the final renovations are complete, the Scanlon Creek Operations Centre will accommodate another 35 new staff (60 staff in total).

The total cost of the final renovation has been estimated at \$1,545,213 including a contingency. The age and current state of the facility necessitated the need for contingency to ensure that adequate funds are available should additional unforeseen works need to be completed. Table 1.0 outlines the individual cost of each of the components including contingency. LSRCA has currently budgeted \$943,642 towards the facility leaving a shortfall of \$601,571 that LSRCA is going to be asking our member municipalities to share in funding in 2018. Based on this, the proposed share of funding for Durham Region based on the current levy apportionment (6.51%) is \$39,162. The remaining balance \$562,409 would be shared amongst the remaining municipal members based on their individual apportionment.

Table 1.0 Estimated Cost to Complete the Scanlon Creek Operation Centre Renovations

Project Component	Component Cost
Assessment and Concept Design	\$17,430
Design Development and Construction Documentation	\$58,615
Construction Administration	\$33,463
Demolition	\$73,470
Architectural Components	\$494,196
Structural	\$66,000
Mechanical	\$390,000
Electrical	\$185,000
Contingency	\$227,039
<b>Total Cost</b>	<b>\$1,545,213</b>

## CRITICAL ASSUMPTIONS

Population levels throughout the Lake Simcoe watershed have and will continue to grow, placing an increasing demand on all the programs and services provided by LSRCA. The Planning and Development Division in particular is under significant stress. In order to maintain current service levels and meeting provincial guidelines, additional staff is required. Another driver is LSRCA's strategic plan which necessitates acquiring more staffing resources to meet targeted outcomes by 2020. Of specific focus in 2018 is the urban restoration program to begin retrofitting existing urban areas to address water quality and quantity issues. This program will be funded through various offsetting revenue generated from new development and is expected to operate until at least 2031 but has the potential to extend well beyond this date. While the resource requirements for new staff (salary, support costs, equipment) are covered through the program the need for space to accommodate staff is not.

## RISK ASSESSMENT

The risks of LSRCA not completing the Operations Centre renovation are:

- Loss of opportunity to maintain service levels of programs and services due to inadequate space resources;
- Non-compliance with health and safety legislation and AODA standards with regards to building management; and
- Continued deterioration of a valuable corporate asset.

## IMPLEMENTATION TIMELINE

It is proposed that the construction phase of this renovation project will commence during the Fall/Winter of 2017, with an anticipated completion date of June 2018.

## COST/BENEFIT ANALYSIS

This project benefits the residents of the Lake Simcoe watershed through LSRCA's ability to maintain service levels of vital programs and projects that are essential to the health of the Lake Simcoe watershed environment.

The building is structurally sound and will provide services for LSRCA in the form of program delivery and office space for many more years by investing in a complete building renovation.

It is anticipated that the renovations will:

- reduce current operating costs by updating/replacing existing mechanical, plumbing and electrical systems;
- reduce potential liabilities that could arise in the absence of up-to-date mechanical and plumbing systems;
- enhance the asset value and services;
- improve occupant productivity and satisfaction;
- optimize the life-cycle economic performance of the building;
- reduce the current environmental footprint of the building through updated mechanical, plumbing and electrical systems; and
- bring the existing Operations Centre into compliance with AODA standards.

## COST COMPARISONS

As part of the assessment to develop this business case, LSRCA staff looked at the following options:

- Do nothing
- Leasing Office Space vs Renovating the Scanlon Creek Operations Centre

### Do Nothing:

The do nothing option was not considered a viable option given that the current headquarters space is overcrowded and additional staff is required to maintain service levels. A decline in service levels is not optional given existing provincial legislative requirements. In addition, the Board of Directors have endorsed the implementation of LSRCA's Strategic Plan activities which necessitates increasing the current staff compliment.

### Leasing Office Space vs Renovating the Scanlon Creek Operations Centre:

A cost comparison between leasing office space in York Region, Durham Region and Simcoe County versus completing the Scanlon Creek Operations Centre renovation was completed. The chart below summarizes these comparisons.

OPTION	COST	COMMENTS
Renovation of Existing Operations Centre	\$1,545,213	• Renovation cost is approx. \$100 per sq. ft.
Commercial Lease – Yonge and Davis, Newmarket (14,000 sq. ft.)	\$287,000 annually	• Lease rate is \$20.50 per sq. ft. annually, including TMI • Price does not include office set-up, including IT and furnishings



Commercial Lease – Wellington St., Aurora (5,000 sq. ft.)	\$108,600 annually	<ul style="list-style-type: none"> <li>• Lease rate is \$21.72 per sq. ft. annually, including TMI</li> <li>• Price does not include office set-up, including IT and furnishings</li> <li>• Does not meet space requirements</li> </ul>
Commercial Lease – Leslie Street, Newmarket (15,435 sq. ft.)	\$538,372 annually	<ul style="list-style-type: none"> <li>• Lease rate is \$34.88 per sq. ft. annually, including TMI</li> <li>• Price does not include office set-up, including IT and furnishings</li> </ul>
Commercial Lease – Holland Street W., Bradford (3,713 sq. ft.)	\$112,318 annually	<ul style="list-style-type: none"> <li>• Lease rate is \$30.25 per sq. ft. annually, including TMI</li> <li>• Price does not include office set-up, including IT and furnishings</li> <li>• Does not meet space requirements</li> </ul>
Commercial Lease – Brock Street W., Uxbridge (5,618 sq. ft.)	\$84,270 annually	<ul style="list-style-type: none"> <li>• Lease rate is \$15.00 per sq. ft. annually, including TMI</li> <li>• Price does not include office set-up, including IT and furnishings</li> <li>• Does not meet space requirements</li> </ul>

Given the long-term needs of LSRCA, leasing office space is not a preferred option. A third location housing LSRCA staff would further fragment the team provide additional challenges (meetings, lost time due to travel, etc.). In addition as the chart above illustrates, the most economical and fiscally responsible approach is to complete renovations of the Scanlon Creek Operations Centre. With an anticipated lifespan of between 20-25 years, the investment in renovations will pay off within 6 – 10 years based on current lease rates for comparable space.

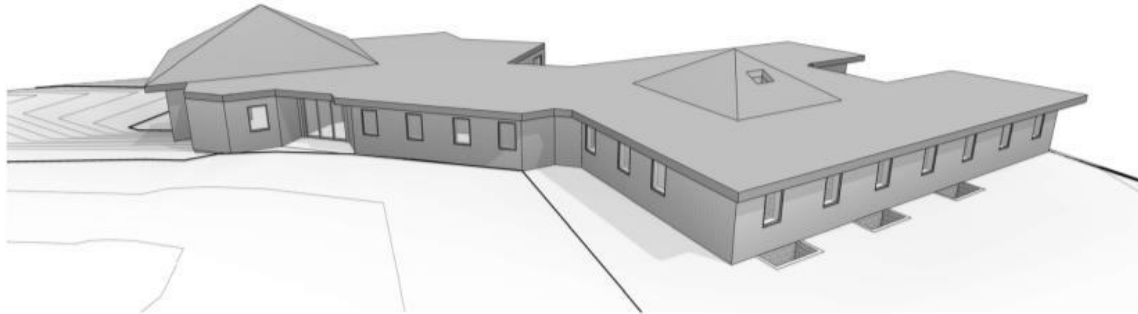
## PERFORMANCE MEASURES

- Success of LSRCA programs and services delivered as a result of the building being completely renovated will provide a measurement of the value of the work.
- Expanded and/or enhanced programs and services developed as a result of a highly functioning Operations Centre.
- Improved program integration amongst various Divisions/Departments as a result of placing teams together in a strategic manner.
- The length of the life-cycle obtained from the building will demonstrate the value of the renovation work completed.

## CONCLUSIONS AND RECOMMENDATIONS

The value and usefulness of the Scanlon Creek Operations Centre as an asset to continue to utilize over the next 20 – 25 years hinges on a complete renovation in order to provide functional space for a growing organization. A series of facility assessments completed in recent years indicate that the building is sound and with some investment in the mechanical, electrical and plumbing systems, as well as renovating the interior to provide functional space for staff and program resources, growth in the organization can be accommodated within the Operations Centre.

It is recommended that the complete renovation of the Scanlon Creek Operations Centre continue as described in this business case and that this project be supported in the 2018 budget request of which Durham Region's share is \$39,162.



The LSRCA would be pleased to meet with staff from the Region to further discuss this project and provide additional detail.

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLAN &amp; BUDGET</b></p> <p><b>DURHAM REGIONAL POLICE SERVICE</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
VISION, MISSION, VALUES, GOALS .....	1045
PSB COMMUNITY SAFETY MONITORING REPORT .....	1047
BOARD ENDS POLICIES AND REPORTING MEASURES .....	1059
2017 - 2019 BUSINESS PLAN .....	1062
PROGRAM SUMMARY .....	1076
EXPLANATION OF PROGRAM CHANGES .....	1078
<b>PROGRAM DETAILS</b>	
P1 Community Policing .....	1081
P2 Crime Management .....	1084
P3 Patrol Operations .....	1087
P4 Operational Support .....	1090
P5 NextGen Common Communications Platform .....	1093
P6 Administrative Support .....	1097
P7 Business Services .....	1100
P8 Executive Branch .....	1104
P9 Police Services Board .....	1107
P10 Headquarters Shared Cost .....	1109
P11 Contribution to the Helicopter Reserve .....	1110
P12 Debt Service .....	1111
P13 Capital .....	1113
TEN YEAR CAPITAL FORECAST .....	1117



**2018**

**BUSINESS PLAN AND BUDGET**

**DURHAM REGIONAL POLICE SERVICE**

Approved by

Durham Regional Police Services Board

November 14, 2017



## 2018 Business Plan Budget

## Durham Regional Police Service

### OUR VISION:

- To have the safest community for people to live, work and play.

### OUR MISSION STATEMENT:

- As Leaders in Community Safety we work proudly with all members of our community while holding ourselves accountable to improved effectiveness in everything we do. We proactively address future challenges, while upholding our values.

### OUR PHILOSOPHY:

- We are a problem solving organization which, in partnership with our community, addresses the root causes of crime, fear of crime and anti-social behaviour.

### OUR VALUES:

- Every member of the Durham Regional Police Service is committed to providing quality service in partnership with our community. While learning from each other, we will achieve excellence through pride, respect, understanding and ethical behaviour.

### GOALS:

#### Mandate:

- The Durham Regional Police Services Board (the Board) fulfills the municipality's legislated requirement to provide police services to ensure the safety and security of all citizens while safeguarding their Charter and Human Rights as required by the Province of Ontario as set out in the Police Services Act (PSA).

#### Measurement of Results:

- The Board's Ends policies require the Service to measure its results objectively and compare them to 8 communities in Ontario (Halton, Hamilton, Niagara, Ottawa, Peel, Toronto, Waterloo and York).
- All the measures are Region-wide and the Service responds to community needs by allocating and re-allocating staff and assets within the Region as needs change from time to time and place to place. Flexible deployment of staff and assets is essential to achieving effectiveness and efficiency.
- The Board has also directed that the Business Plans and Budgets of the Service clearly identify their impact on achievement of the Board Ends. This requires the Service to address objective performance outcome measures rather than only activity or effort measures (such as the number of calls for service).



# 2018 Business Plan Budget

## Durham Regional Police Service

- Board Guidance for 2011, 2012, 2013, 2014, 2015 and 2016 has been to maintain, and not to add to, staffing
- The Service is an active participant in the Municipal Benchmarking Network Canada (MBN Canada), formerly known as OMBI.
- MBN Canada is an initiative undertaken by 16 Ontario municipalities to improve effectiveness and efficiency in the provision of services through information sharing and benchmarking of service levels and costs (Peel Region does not participate in MBN Canada).

The following chart shows that policing in Durham is provided at a cost which is competitive with comparable Police Services.

PLCE235 - Policing Net Operating Cost per Capita				
Publicly Reportable:		Yes		
Priority Measure:		No		
Rank	Municipality	2016 Result	2015 Result	2014 Result
1	Halton	\$240	\$237	\$244
2	<b>Durham</b>	<b>\$260</b>	<b>\$259</b>	<b>\$253</b>
3	York	\$266	\$261	\$252
4	Hamilton	\$281	\$293	\$273
5	Waterloo	\$292	\$282	\$280
6	Niagara	\$316	\$317	\$316
7	Toronto	\$387	\$392	\$383
8	Ottawa	N/A	\$305	\$295
<b>Average</b>		<b>\$292</b>	<b>\$293</b>	<b>\$287</b>



### **PSB Community Safety Monitoring Report (September 11, 2017)**

#### **Board Policy Statement:**

*The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.*

*It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:*

- *Halton,*
- *Hamilton,*
- *Niagara*
- *Ottawa,*
- *Peel,*
- *Toronto,*
- *Waterloo, and*
- *York.*

#### **Reporting**

*The following measures will be considered in an assessment of community safety:*

- *Overall crime rate*
- *Violent crime rate*
- *Property crime rate*
- *Crime severity index*
- *Clearance rate*
- *Weighted clearance rate*
- *Response time to emergency calls*
- *Motor vehicle collision injury and fatality rates*

*The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.*

*An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.*

*The Chief shall report annually on outcomes resulting from this policy.*



## 2018 Business Plan Budget

Durham Regional Police  
Service

### **Interpretation of the Chief of Police:**

The Board End of Community Safety is related to Section 1, principle 1 of the Police Services Act, 1990 – “*The need to ensure the safety and security of all persons and property in Ontario*”. It is also responsive to Section 4(2) items (1), (2) and (5) of the Police Services Act regarding adequate and effective police services involving: crime prevention, law enforcement and emergency response respectively. This Board End encompasses both crime prevention and law enforcement activities.

It is my interpretation that community safety outcomes include a comparison, both internally and against our comparators of the Durham Region Police Service’s ability to effectively respond to and manage calls for service, and resolve criminal incidents. An assessment of our community safety activities uses those measures that are available year-over-year including crime rates, clearance rates, crime severity indices, vehicle collision rates and fatalities, and emergency response times.

Using the Canadian Centre for Justice Statistics (CCJS) Incident-based Uniform Crime Reporting Survey (UCR2) information, the Durham Regional Police Service will rank in the top half of our comparators. Outcomes include survey measures of the community’s perception of personal safety and the influence it has on their quality of life within our Region.

### **Data Support:**

For all measures, excluding violent crime rates, Durham proves to be a leader in community safety by ranking in the top half of its comparators. Note that this is only for measures that had comparator service data available.

Board policy states that Durham Region shall be a leader in community safety among its comparator services. The green performance quadrant (bottom left) in the chart below denotes the leaders, those in the top 50% of the comparators, for both crime rate and severity index. The bolder shapes represent 2016 figures, while the faded shapes indicate movement since 2014.





## Crime Rate per 100,000 Population by Service and Crime Severity Index by Service Performance Quadrant (Bottom Left)



### Overall Criminal Code (Excluding Traffic) Crime Rate:

Crime rates are the number of criminal incidents known to, and substantiated by, police services per 100,000 population. A lower crime rate is better. The following three tables contain crime rate statistics for 2012 through 2016, and include data from the eight comparator police services.



# 2018 Business Plan Budget

# Durham Regional Police Service

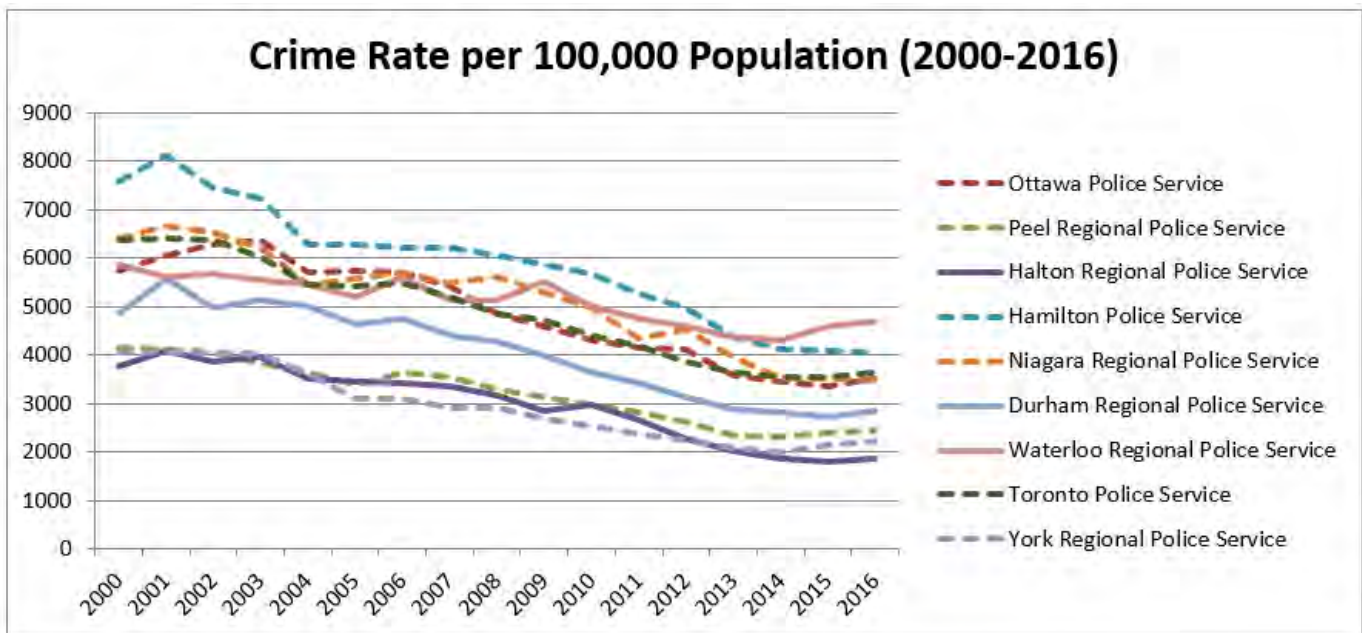
Durham Regional Police maintained fourth lowest Criminal Code crime rate amongst comparator police services in 2016.

**Total Criminal Code (Excluding Traffic) Rate per 100,000 Population**

Police Service	2012		2013		2014		2015		2016		2013/2012	2014/2013	2015/2014	2016/2015
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	% Change	% Change	% Change	% Change
Halton Regional Police Service	2290	2	2021	1	1860	1	1793	1	1870	1	-11.8	-7.9	-3.6	4.4
York Regional Police Service	2248	1	2088	2	1988	2	2153	2	2215	2	-7.2	-4.8	8.3	2.9
Peel Regional Police Service	2619	3	2359	3	2318	3	2415	3	2440	3	-9.9	-1.7	4.2	1.0
<b>Durham Regional Police Service</b>	<b>3134</b>	<b>4</b>	<b>2896</b>	<b>4</b>	<b>2807</b>	<b>4</b>	<b>2724</b>	<b>4</b>	<b>2862</b>	<b>4</b>	<b>-7.6</b>	<b>-3.1</b>	<b>-2.9</b>	<b>5.1</b>
Niagara Regional Police Service	4521	7	3974	7	3522	6	3525	6	3502	5	-12.1	-11.4	0.1	-0.7
Ottawa Police Service	4129	6	3567	5	3445	5	3359	5	3533	6	-13.6	-3.4	-2.5	5.2
Toronto Police Service	3883	5	3650	6	3537	7	3551	7	3655	7	-6.0	-3.1	0.4	2.9
Hamilton Police Service	4980	9	4382	8	4112	8	4095	8	4052	8	-12.0	-6.2	-0.4	-1.1
Waterloo Regional Police Service	4604	8	4385	9	4302	9	4603	9	4685	9	-4.8	-1.9	7.0	1.8

Source: Statistics Canada. *Table 252-0077*- Incident-based crime statistics, by detailed violations and police services, Ontario, annual CANSIM (database).  
 (accessed: 2017-08-23)  
 Note: Rates are rounded to the nearest whole number.

Durham Region’s crime rate has increased since 2015, with 138 more criminal incidents per 100,000 population in 2016 than in 2015; there is a 5.1% increase in crime rate.



In 2016, Halton had the lowest crime rate among comparator services and Waterloo the highest. All comparator services’, with the exception of Hamilton and Niagara, had higher crime rates compared to the year prior.



# 2018 Business Plan Budget

## Durham Regional Police Service

### Violent Crime Rate:

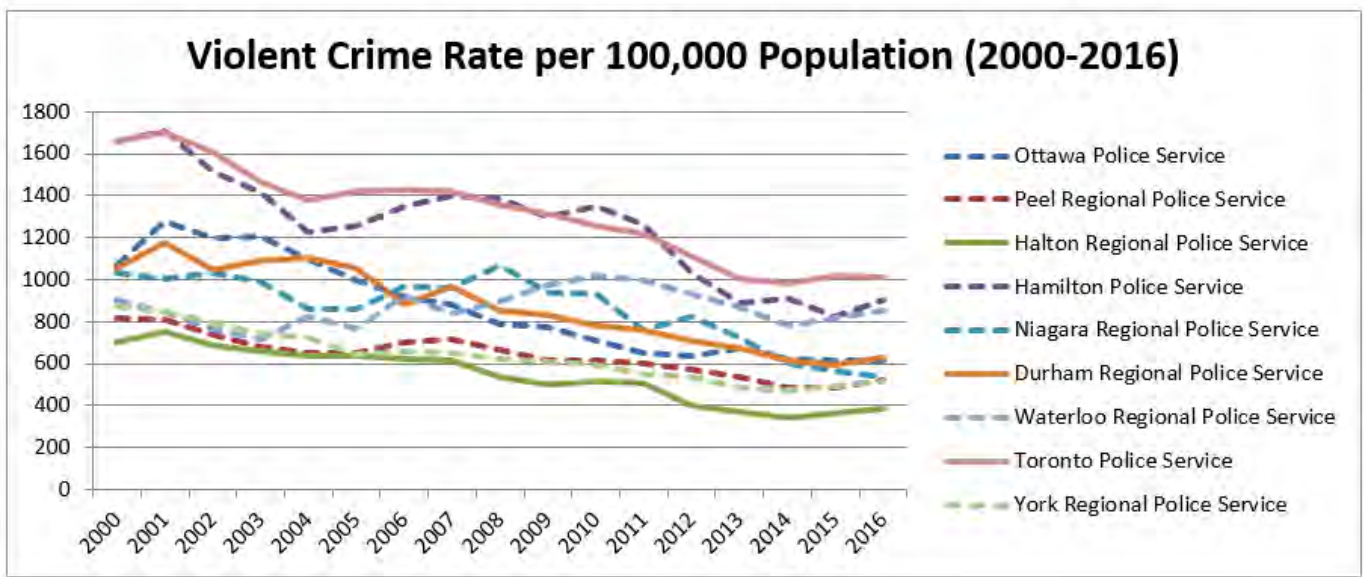
Durham Regional Police moved to a sixth-place ranking in violent crime rate among comparator police services in 2016.

**Violent Crime Rate per 100,000 Population**

Police Service	2012		2013		2014		2015		2016		2013/2012	2014/2013	2015/2014	2016/2015
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank				
Halton Regional Police Service	395	1	367	1	344	1	360	1	385	1	-7.2	-6.2	4.6	7.0
York Regional Police Service	533	2	486	2	471	2	494	3	512	2	-8.9	-3.0	4.8	3.7
Peel Regional Police Service	572	3	533	3	486	3	486	2	520	3	-6.9	-8.9	0.1	6.9
Niagara Regional Police Service	824	6	725	6	604	4	562	4	532	4	-12.0	-16.8	-6.9	-5.4
Ottawa Police Service	635	4	674	4	624	6	617	6	612	5	6.1	-7.4	-1.2	-0.8
<b>Durham Regional Police Service</b>	<b>707</b>	<b>5</b>	<b>676</b>	<b>5</b>	<b>615</b>	<b>5</b>	<b>591</b>	<b>5</b>	<b>629</b>	<b>6</b>	<b>-4.5</b>	<b>-8.9</b>	<b>-4.0</b>	<b>6.5</b>
Waterloo Regional Police Service	930	7	865	7	778	7	813	7	851	7	-7.0	-10.0	4.4	4.8
Hamilton Police Service	1029	8	891	8	907	8	820	8	901	8	-13.4	1.9	-9.6	9.8
Toronto Police Service	1111	9	1005	9	980	9	1015	9	1012	9	-9.5	-2.5	3.6	-0.3

Source: Statistics Canada. Table 252-0077- Incident-based crime statistics, by detailed violations and police services, Ontario, annual, CANISM (Database). (accessed: 2017-08-23)  
 Note: Rates are rounded to the nearest whole number.

Durham Region’s violent crime rate has increased since 2015, with 38 more violent crime incidents per 100,000 population in 2016 than in 2015, this is a 6.5% increase in the violent crime rate.



In 2016, Toronto had the highest violent crime rate among comparator services and Halton the lowest. Approximately half of the comparator services experienced higher rates of violent crime in 2016 compared to the previous year.



# 2018 Business Plan Budget

# Durham Regional Police Service

## Property Crime Rate:

Durham Regional Police continues to rank fourth in property crime rate amongst comparator services.

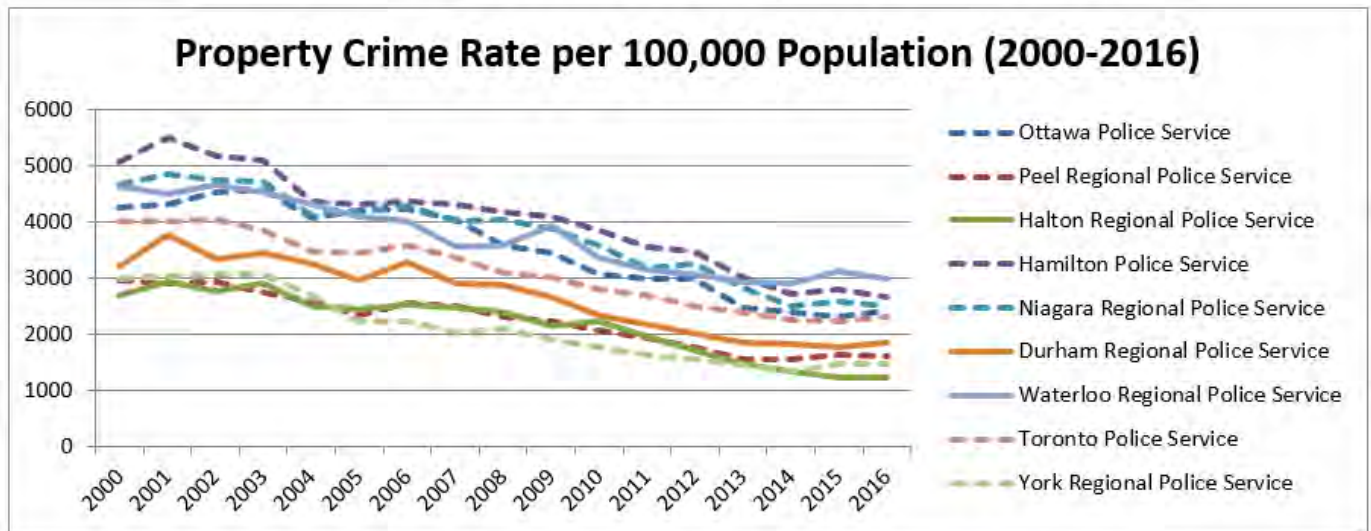
**Property Crime Rate per 100,000 Population**

Police Service	2012		2013		2014		2015		2016		2013/2012	2014/2013	2015/2014	2016/2015
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	% Change	% Change	% Change	% Change
Halton Regional Police Service	1715	2	1472	2	1340	1	1235	1	1246	1	-14.2	-9.0	-7.8	0.9
York Regional Police Service	1556	1	1439	1	1350	2	1463	2	1486	2	-7.5	-6.2	8.4	1.6
Peel Regional Police Service	1769	3	1543	3	1565	3	1646	3	1613	3	-12.8	1.4	5.2	-2.0
<b>Durham Regional Police Service</b>	<b>2025</b>	<b>4</b>	<b>1860</b>	<b>4</b>	<b>1833</b>	<b>4</b>	<b>1778</b>	<b>4</b>	<b>1848</b>	<b>4</b>	<b>-8.2</b>	<b>-1.5</b>	<b>-3.0</b>	<b>3.9</b>
Toronto Police Service	2505	5	2379	5	2264	5	2232	5	2304	5	-5.0	-4.8	-1.4	3.2
Ottawa Police Service	2981	6	2465	6	2386	6	2304	6	2421	6	-17.3	-3.2	-3.5	5.1
Niagara Regional Police Service	3255	8	2811	7	2505	7	2579	7	2505	7	-13.7	-10.9	3.0	-2.9
Hamilton Police Service	3477	9	3016	9	2727	8	2789	8	2671	8	-13.3	-9.6	2.3	-4.2
Waterloo Regional Police Service	3073	7	2930	8	2894	9	3110	9	2982	9	-4.7	-1.2	7.5	-4.1

Source: Statistics Canada. Table 252-0077- Incident-based crime statistics, by detailed violations and police services, Ontario, annual, CANSIM (database). (accessed: 2017-08-23)

Note: Rates are rounded to the nearest whole number

Durham Region’s property crime rate increased in 2016, with 70 more property crime incidents per 100,000 population. This represents a 4% increase in the property crime rate over the previous year.



In 2016, Waterloo had the highest property crime rate of our comparator services and Halton the lowest. Approximately half of the comparator services had higher property crime rates compared to the previous year.

## Crime Severity Index (CSI):

The Crime Severity Index (CSI) is a measure of crime that reflects the relative seriousness of individual offences and tracks changes in crime severity in Canada. It includes all Criminal Code violations, including traffic, as well as drug violations and all federal statutes reported to police. The seriousness, or



# 2018 Business Plan Budget

## Durham Regional Police Service

weight, assigned to an incident is based on actual sentences handed down by the courts in all provinces and territories.

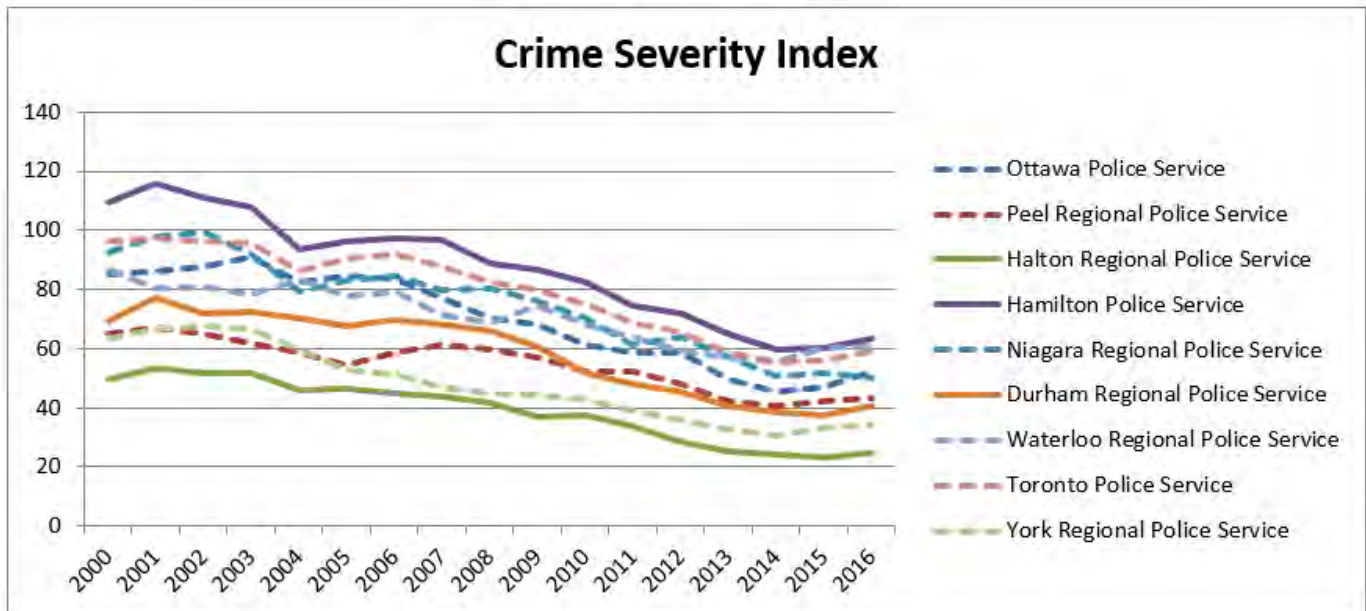
Using the CSI reduces the impact of high volume, less serious offences compared to traditional measures such as crime rate. To facilitate comparisons, using 2006 as the base year, Statistics Canada standardizes the index to a national score of 100. As with the traditional crime rate, a lower CSI value is better.

The following table contains Crime Severity Index figures for 2012 through 2016, with data from the eight-comparator police services. Durham Regional Police maintains its third ranking amongst comparator police services.

**Overall Crime Severity Index**

Police Service	2012		2013		2014		2015		2016		2013/2012 % Change	2014/2013 % Change	2015/2014 % Change	2016/2015 % Change
	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank				
Halton Regional Police Service	28.4	1	25.5	1	24.1	1	23.3	1	24.8	1	-10.3	-5.2	-3.4	6.4
York Regional Police Service	35.7	2	32.4	2	30.7	2	33.3	2	34.3	2	-9.2	-5.4	8.5	3.0
<b>Durham Regional Police Service</b>	<b>45.1</b>	<b>3</b>	<b>40.7</b>	<b>3</b>	<b>38.4</b>	<b>3</b>	<b>37.5</b>	<b>3</b>	<b>40.5</b>	<b>3</b>	<b>-9.8</b>	<b>-5.7</b>	<b>-2.2</b>	<b>7.8</b>
Peel Regional Police Service	48.2	4	42.3	4	40.8	4	42.1	4	43.1	4	-12.3	-3.6	3.1	2.4
Niagara Regional Police Service	63.8	7	57.2	7	50.9	6	51.9	6	50.0	5	-10.4	-11.0	2.0	-3.7
Ottawa Police Service	58.7	5	49.4	5	45.2	5	47.0	5	52.1	6	-15.9	-8.6	4.0	10.9
Toronto Police Service	65.5	8	58.4	8	55.6	8	56.1	7	58.9	7	-10.7	-4.8	0.8	5.1
Waterloo Regional Police Service	59.1	6	57.2	6	55.5	7	60.3	9	60.8	8	-3.3	-3.0	8.7	0.9
Hamilton Police Service	71.8	9	64.8	9	59.9	9	60.0	8	63.4	9	-9.8	-7.6	0.3	5.7

Source: Statistics Canada. Table 252-0085- Crime severity index and weighted clearance rates, by police service, Ontario, annual, CANSIM (database). (accessed: 2017-08-23)



In 2016, Hamilton had the highest CSI of our comparator services and Halton the lowest. All comparator services, with the exception of Niagara, had a higher CSI compared to the year prior.



# 2018 Business Plan Budget

# Durham Regional Police Service

## Clearance Rate:

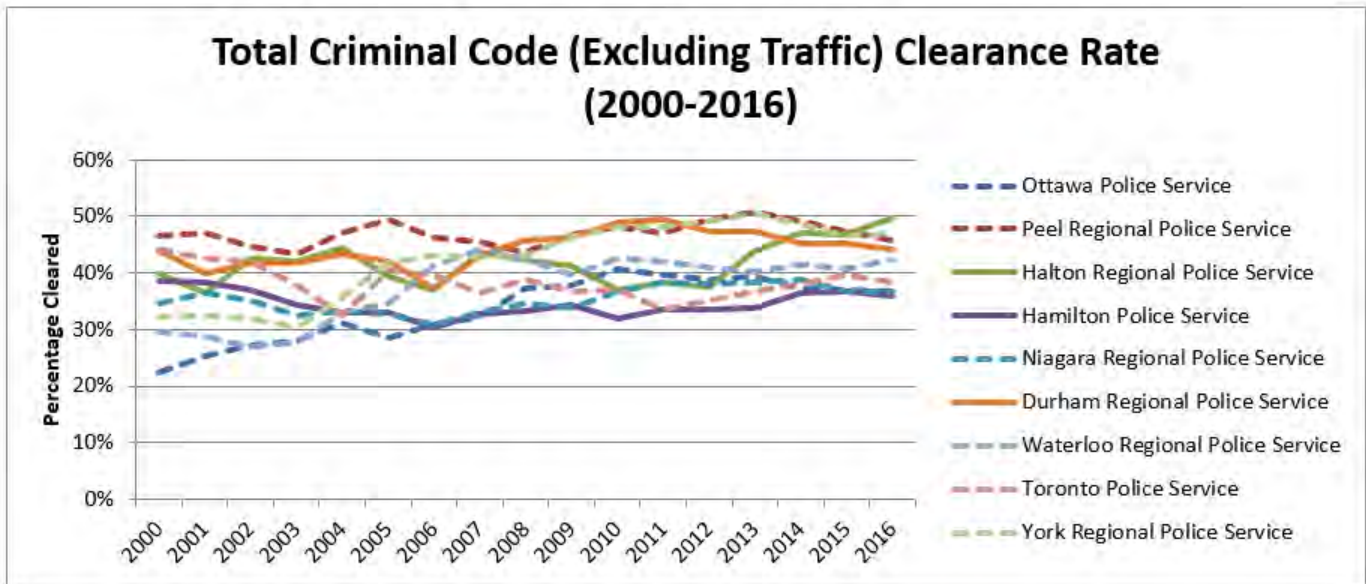
A clearance rate is the calculation of the number of incidents cleared, by charge or otherwise, during the year as a percentage of incidents known to and substantiated by police services that year. A higher clearance rate is better.

The following table contains clearance rate statistics for 2012 through 2016, with data from the eight comparator police services. In 2016, Durham Regional Police maintained fourth rank amongst comparator police services for clearance rates.

**Total Criminal Code (Excluding Traffic) Clearance Rate**

Police Service	2012		2013		2014		2015		2016		2013/2012	2014/2013	2015/2014	2016/2015
	Rate%	Rank	Rate%	Rank	Rate%	Rank	Rate%	Rank	Rate%	Rank	% Change	% Change	% Change	% Change
Halton Regional Police Service	37.5	7	43.8	4	47.0	3	46.9	2	49.8	1	17.0	7.2	-0.1	6.2
York Regional Police Service	49.3	2	50.5	2	48.6	2	46.6	3	47.1	2	2.6	-3.9	-4.0	0.9
Peel Regional Police Service	49.5	1	50.8	1	49.2	1	47.4	1	45.8	3	2.6	-3.1	-3.7	-3.5
<b>Durham Regional Police Service</b>	<b>47.3</b>	<b>3</b>	<b>47.3</b>	<b>3</b>	<b>45.3</b>	<b>4</b>	<b>45.1</b>	<b>4</b>	<b>44.2</b>	<b>4</b>	<b>0.0</b>	<b>-4.3</b>	<b>-0.3</b>	<b>-2.0</b>
Waterloo Regional Police Service	41.1	4	40.3	5	41.5	5	40.8	5	42.3	5	-2.0	3.1	-1.7	3.6
Toronto Police Service	35.2	8	36.8	8	38.0	7	39.7	6	38.3	6	4.5	3.2	4.6	-3.5
Ottawa Police Service	38.7	5	39.4	6	37.4	8	37.1	7	36.8	7	1.8	-5.2	-0.7	-0.8
Niagara Regional Police Service	38.0	6	38.2	7	38.8	6	36.7	9	36.8	8	0.7	1.4	-5.5	0.4
Hamilton Police Service	33.7	9	33.7	9	36.5	9	36.9	8	36.0	9	0.2	8.1	1.1	-2.3

Source: Statistics Canada. Table 252-0077- Incident-based crime statistics, by detailed violations and police services, Ontario, annual, CANSIM (database). (accessed 2017-08-23)



In 2016, Halton had the highest clearance rate of our comparator services and Hamilton the lowest. Durham was amongst three other comparator services that had a decrease in clearance rates compared to the year prior, including Peel, Hamilton and Toronto.



# 2018 Business Plan Budget

## Durham Regional Police Service

### Weighted Clearance Rate:

The weighted clearance rate enhances the comparability of clearance rates- the proportion of crimes solved by police- among police services, since it accounts for differences in the severity of crime. Similar to the concept behind the Crime Severity Index, the calculation of the weighted clearance rate places greater emphasis on the more serious crimes solved by police. As with the traditional clearance rate, a higher rate is better.

The following table contains weighted clearance rate statistics for 2012 through 2016, with data from the eight comparator police services. For the fourth year in a row, Durham Regional Police ranks second amongst comparator police services for weighted clearance rates.

**Weighted Clearance Rates**

Police Service	2012		2013		2014		2015		2016		2013/2012	2014/2013	2015/2014	2016/2015
	WCR	Rank	WCR	Rank	WCR	Rank	WCR	Rank	WCR	Rank	% Change	% Change	% Change	% Change
Halton Regional Police Service	40.52	4	44.43	4	47.61	1	47.33	1	49.77	1	9.65	7.16	-0.59	5.16
<b>Durham Regional Police Service</b>	<b>48.97</b>	<b>1</b>	<b>46.33</b>	<b>2</b>	<b>45.25</b>	<b>2</b>	<b>44.41</b>	<b>2</b>	<b>43.11</b>	<b>2</b>	<b>-5.39</b>	<b>-2.33</b>	<b>-1.86</b>	<b>-2.93</b>
York Regional Police Service	45.23	2	46.59	1	44.65	3	43.55	3	42.65	3	3.01	-4.16	-2.46	-2.07
Waterloo Regional Police Service	39.87	5	39.87	5	39.48	5	38.98	7	41.04	4	0	-0.98	-1.27	5.28
Toronto Police Service	38.82	7	39.6	6	39.37	6	40.27	5	39.39	5	2.01	-0.58	2.29	-2.19
Peel Regional Police Service	44.27	3	45.33	3	43.95	4	42.72	4	39.29	6	2.39	-3.04	-2.8	-8.03
Ottawa Police Service	38.97	6	39.44	7	39.19	7	39.02	6	38.09	7	1.21	-0.63	-0.43	-2.38
Hamilton Police Service	34.91	9	32.44	9	33.66	9	34.94	9	34.93	8	-7.08	3.76	3.8	-0.03
Niagara Regional Police Service	37.97	8	36.78	8	37.03	8	36.91	8	34.06	9	-3.13	0.68	-0.32	-7.72

Source: Statistics Canada. Table 252-0085- Crime severity index and weighted clearance rates, by police service, Ontario, annual, CANSIM (database). (accessed:2017-08-23)



In 2016, Halton had the highest weighted clearance rate of our comparator services and Niagara the lowest. All comparator services, with the exception of Halton and Waterloo, had lower weighted clearance rates compared to the year prior.



**Response Time to Emergency Calls:**

Response time is defined as the number of minutes it takes a unit to arrive on scene from the time a call is received. Emergency calls are those calls that are citizen initiated, or would likely have been citizen initiated, and are dispatched as a priority one call through the regular dispatch queue. These exclude follow-up, duplicates and those calls that were cancelled by dispatch.

The following table shows various time thresholds (from eight to twelve minutes) and the percentage of emergency calls for service that had a response time less than the threshold by division.

Response Time		Under 8 minutes	Under 9 minutes	Under 10 minutes	Under 11 minutes	Under 12 minutes
DRPS	2017*	55%	61%	68%	74%	80%
	2016	56%	62%	69%	74%	80%
	2015	57%	65%	71%	75%	81%
North	2017*	34%	38%	44%	48%	54%
	2016	32%	40%	47%	52%	59%
	2015	26%	32%	38%	43%	49%
East	2017*	44%	52%	64%	69%	75%
	2016	51%	58%	65%	71%	75%
	2015	51%	60%	68%	73%	78%
Central East	2017*	69%	76%	82%	87%	89%
	2016	69%	77%	83%	87%	90%
	2015	71%	78%	84%	88%	91%
Central West	2017*	52%	61%	68%	74%	80%
	2016	53%	62%	69%	74%	80%
	2015	57%	65%	72%	76%	81%
West	2017*	56%	65%	71%	77%	82%
	2016	54%	62%	70%	77%	82%
	2015	56%	63%	71%	77%	82%

The average emergency response time in 2016 was slightly over eight-and-a-half minutes (8 min. 43 sec.).

Although the definitions of response time and an emergency call for service are similar amongst police services, they are open to variations in interpretation, and criteria may be applied differently between services. Unlike the reporting of criminal incidents to the Canadian Centre for Justice Statistics, there is no standard reporting mechanism for response times, or for calls for service in general. As a result, response time to emergency calls cannot be compared amongst police services.

Source: DRPS Versadex Data Mart  
 \*2017: January 1<sup>st</sup> 2017 to July 31<sup>st</sup> 2017

**Motor Vehicle Collision Injuries and Fatalities**

The following table summarizes the number of motor vehicle collisions with injury (a count of incidents) and the number of motor vehicle collision fatalities (a count of persons) for the last five years. The table also contains a summary of the same statistics year-to-date for the current year and past two years.

The number of motor vehicle collisions involving injury increased by 60 incidents (4%) between 2015 and 2016. The number of fatalities resulting from motor vehicle collisions decreased by one (5%) in the same period.





# 2018 Business Plan Budget

# Durham Regional Police Service

### Number of Motor Vehicle Collision with Injury and Motor Vehicle Collision Fatalities

	2012	2013	2014	2015	2016	%Change '16/'15	Year-To-Date July 31			%Change '17 YTD-'16 YTD
							2015	2016	2017	
Motor Vehicle Collision-Injury	1657	1682	1653	1663	1723	4%	932	966	889	-8%
Fatalities Resulting From Motor Vehicle Collision (Non-Medical)*	17	24	18	22	21	-5%	12	9	7	-22%

\*As reported in DRPS Traffic Services Branch Call-Our Sheets

### Contributing Causes to Fatal Collisions

		2015	2016
Contributing Causes of Fatal MVC†	Alcohol	3	6
	Drugs	2	3
	Distraction	1	0
	Speed	7	7
	Environment (Roads)	1	2
	Weather	3	1
	Driver Error	15	19
Contributing Causes to Death or Injury in Fatal MVC (may have multiple factors)	Seatbelt	3	3
	Fire	1	0
	Vehicle Condition	2	0

The table on the left outlines the factors that contribute to fatal collisions and the resulting fatalities and injuries.

Motor vehicle collisions are not a criminal offence and as such are not available through CCJS for comparison to other police services.

† multiple factors may be involved in each collision

## Sense of Security

The Durham Regional Police Service conducted its most recent public opinion survey between September 2015 and January 2016. A section of this survey is dedicated to evaluating the sense of security felt by members our community.

Participants were asked about their feelings of safety during both day and night across a variety of settings ranging from open areas, to roads and downtown centres. For each setting a majority of respondents (85%) indicated that they *Usually* or *Always* felt safe during the day in the region.

During the day, respondents felt more secure in their homes (95%) and in local malls and plazas (91%). Respondents also felt safe while driving in the region (83%), and while walking alone in their neighbourhood (83%). Slightly lower levels of safety were reported while in downtown areas (77%), while walking in parks (78%), and while riding public transit (79%).

Nearly three-quarters (73%) of respondents stated that they *Usually* or *Always* felt safe in the region at night. Ninety per cent (90%) report feeling safe in their residence at night. Eighty per cent of respondents report feeling safe in their local mall or plaza at night, and a similar portion (79%) say that they feel safe while driving in the region at night. Feelings of safety drop for the following settings during the night: walking in the downtown area (58%), walking alone in their neighbourhood (66%), riding public transit (65%), and while walking in park (50%).

In addition to asking about their sense of security, respondents were also asked how often the fear of crime prevents them from doing things that they would like to do. Sixty-nine per cent (69%) answered that fear or crime *Rarely* or *Never* prevented them from engaging in activities.



Over three quarters (77%) of respondents said that they feel the roads are usually or always safe in the region. These results are similar to those received in previous surveys.

### **BASIC STAFFING PRINCIPLES:**

- Flexible deployment is based on the needs of the community. The combination of specialists and generalists changes over time and place as community needs change. For example, when a serious crime occurs, staff are brought from all policing areas across the Region to work on solving the crime.
- Front-line officers need an appropriate level of support to achieve their goals and this is a fact of life in policing as it is in any other service organization. Civilians work in both front-line policing functions (like call dispatching and front desk) as well as specialized functions supporting front-line service providers.
- Right skills for the job; The Service has both sworn and civilian members. The ratio of sworn to full-time civilian members is 2.9:1 which is similar to comparable police services in Ontario.
- As the Service grows, specialist civilian roles assume more functions allowing sworn members to focus on operational rather than support tasks.

### **Major Capital Projects (see detailed capital schedule at the end of this package):**

The Service's most recent completed building project was Phase 1 of the Clarington Police Complex which was completed and opened in early 2016. These buildings replace the East (Clarington) Division and the Forensic Investigation Facility.

The Next Generation Common Communications Platform (NGCCP) commenced operation in September 2014.

The 2019 Capital Forecast contains \$54.5 million for the building of Phase 2 of the Clarington Police Complex, which includes the Regional Support Centre to contain Fleet, Quartermaster, Evidence and Property, Canine, and Tactical Support, and a new building to house the Centre for Investigative Excellence containing Crime Management functions. In 2015, \$5.26 million was approved for the design, project management and land acquisition for Phase 2. The total project cost estimate is \$60 million.

In 2020 the Capital Forecast shows the start of Phase 2 of the Operations Training Centre to have essentially all training in one location.

These capital projects will have a major impact on the operating budget due to the significant costs to service the debt that will finance the projects.

Details of the long term Capital Expenditures plan may be reviewed at the end of this budget document in the Section titled 2018 – 2027 Capital Forecast. Debt service costs related to the capital plan are found under section "Program 12 Debt Service".



## 2018 Business Plan Budget

Durham Regional Police  
Service

### BOARD ENDS POLICIES EFFECTIVE JANUARY 1, 2011

#### 1) Community Safety

##### Policy Statement

The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

##### Reporting

The following measures will be considered in an assessment of community safety:

- Overall crime rate
- Violent crime rate
- Property crime rate
- Crime severity index
- Clearance rate
- Weighted clearance rate
- Response time to emergency calls
- Motor vehicle collision injury and fatality rates

The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.

An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.

The Chief shall report annually on outcomes resulting from this policy.



### 2) Community Policing

#### Policy Statement

The mission, philosophy and values of the Durham Regional Police Service emphasize the importance of working in partnership with citizens communities. Working in collaboration with community partners fosters trust and confidence in the police.

It is the policy of the Durham Regional Police Services Board that police services in Durham Region shall be delivered in partnership with communities and citizens to proactively address and resolve community problems. These partnerships will focus on the root causes of crime, aim to reduce fear of crime, and maintain and enhance high levels of community safety.

#### Reporting

An assessment of community policing in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

### 3) Assistance to Victims of Crime

#### Policy Statement

The police are often the first point of contact within the criminal justice system for victims of crime, who have a wide range of needs based on their own unique circumstances. Having experienced the trauma of being victimized, all victims deserve special care and attention.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service will extend victims of crime an abundance of respect and understanding and appropriate levels of support and services.

#### Reporting

An assessment of assistance to victims of crime in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

### 4) Community Diversity

#### Policy Statement

An effective and responsive police service must reflect the composition of the communities it serves. The police service must further demonstrate respect and sensitivity to the pluralistic, multiracial and multicultural character of its communities in the delivery of its programs and services.



## 2018 Business Plan Budget

## Durham Regional Police Service

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall embrace diversity internally as an employer and externally through the services provided by the DRPS. The values of inclusiveness, tolerance, and respect will be promoted and maintained throughout the organization and the communities served by the DRPS.

### Reporting

An assessment of the level of diversity embraced by the DRPS shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

### 5) Cost of Policing Services

#### Policy Statement

Policing is a critical public service, and an expensive one for the taxpayer. Financial resources must be treated with great respect and diligence, and the potential for efficiencies examined continually.

It is the policy of the Durham Regional Police Services Board that policing shall be provided at a competitive cost, relative to the following similar communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

### Reporting

The following measures will be considered in an assessment of policing costs:

- Cost per police officer
- Cost per police member (officers and civilians)
- Cost per capita

The Chief shall report annually on this policy.



## 2018 Business Plan Budget

Durham Regional Police  
Service

### 2017-2019 Business Plan:

#### Introduction

This document represents the input of thousands of members of our community on the topic of public safety and policing services. Our Business Plan is a guiding document that sets out the major priorities for our police service to focus on over the next three years. The goals and objectives laid out in this plan serve as a template for the daily activities of hundreds of our members.

The Business Plan forms the basis for subsequent Community Safety Plans, which are developed annually at each of our five community police stations. These Community Safety Plans, in turn, translate into the initiatives and activities carried out by members across the Service in the course of their duties. The individual performance of each member is determined, in part, by their contribution to the Community Safety Plan. In this way, the goals and objectives set forth in the Business Plan cascade down to the activities of individual members on a daily basis.

A business plan is not just a set of goals to be achieved over a specific time frame. A business plan is also an accounting of public value; providing the citizens that receive policing services with the ability to assess the quality and value of those services. No plan is complete without a way to measure an organization's progress on its stated goals. Each goal within this plan is associated with measurable objectives. As part of the accountability mechanism, the Chief of Police reports on our business plan progress semi-annually to the Police Services Board.



### Review of the 2014-2016 Business Plan

The following pages highlight some of the results from our 2014-2016 Business Plan. The four main priorities in this plan were Community Presence, Community Engagement, Community of Our Youth, and Professionalism and Accountability.

#### COMMUNITY PRESENCE

- Overall Crime Rate in Durham Region decreased by 5% from 2013 to 2015
- Crime Severity Index in Durham Region decreased by 7% from 2013 to 2015
- Our Weighted Clearance Rate is consistently among the highest when compared to similarly sized municipalities in Ontario
- The DRPS led a multi-jurisdictional project to fight human trafficking
- The NextGen radio system was implemented, allowing better integration with other emergency service providers
- Increased the number of foot and bike patrols conducted in communities throughout the region

#### COMMUNITY ENGAGEMENT

- The DRPS official Twitter account has over 26,000 followers and recently surpassed one million Tweet impressions in a month
- Since its inception in June 2015, Durham Connect has achieved success in 130 cases of acutely elevated risk and has helped 239 people
- 78% of residents are satisfied or very satisfied with the quality of police services in Durham Region
- 90% of residents agree that DRPS officers are approachable
- DRPS instituted the annual Speak Up Durham event which asked citizens to participate in a discussion about diversity and community relations
- A new partnership with Medic Alert has allowed DRPS officers to quickly locate missing individuals with dementia



## 2018 Business Plan Budget

Durham Regional Police  
Service

### COMMUNITY OF OUR YOUTH

- Youth Crime Rate decreased by 20% between 2013 and 2015
- In 2014, DRPS became one of only three services in Canada to offer an after-school Youth in Policing program
- The School Resource Officer program was implemented, which placed officers into full time roles within schools around the Region
- DRPS officers continue to engage in initiatives that create positive relationships between youth and police including Gowns for Girls, Youth Development through Sport and Racing Against Drugs to name a few
- A new 20-year lease was negotiated with the Kids' Safety Village which teaches 10,000 kids a year about roadway and personal safety
- New specialty cruisers displaying anti-bullying and Pride messages were unveiled

### PROFESSIONALISM AND ACCOUNTABILITY

- The Fair and Impartial Policing program which trains DRPS members on the science of bias and prejudice was developed and implemented with all members scheduled to receive training by the end of 2016
- A scorecard for our Business Plan was developed to show progress on stated goals and priorities
- The Continuous Improvement Program has improved efficiency and effectiveness through a staged corporate wide review
- Members of DRPS Command attended all eight Municipal Councils as well as Regional Council to hear your concerns and gather your input on the services that we provide
- Public Community Safety Plans are produced by each Division annually to inform citizens of local initiatives and priorities

## Trends and Issues in Durham Region

### DEMOGRAPHICS

- Durham Region continues to experience a growth in population with an overall population growth rate of 8.4% between 2006 and 2011. The population of Durham Region is expected to rise to 722,300 by 2019 and to 960,000 by 2031.
- Baby Boomers (aged 53-71 in 2017) are the most prominent cohort in Durham Region according to the 2011 Census.
- Compared to Canada and Ontario, Durham Region had a higher percentage of children under the age of 14 (18.6%) and young people aged 15-24 (14.3%).
- Immigrants accounted for 21.3% of Durham Region's population in 2011. This represents an increase from 19.1% in 2006.





## 2018 Business Plan Budget

## Durham Regional Police Service

- More than twenty per cent (21.4%) of the Region's population identified as visible minority in the 2011 National Household Survey.

### CRIME TRENDS

- Crime in Canada is at its lowest level since 1969. Crime rates in Durham Region have decreased by nearly 30% between 2009 and 2014.
- Rates of violent crime have decreased by 25.6% since 2009 while rates of property crime have decreased by 30.7%.
- Persons aged 12 – 23 made up approximately one third of those accused of crime in 2014.
- There were nearly 1,500 apprehensions made under the Mental Health Act in Durham Region in 2014. This represents an increase of 49.4% since 2009.
- Calls related to domestic incidents made up approximately 13% of all citizen-generated calls for service in 2014.

### VICTIMIZATION

- The Durham Regional Police Service 2015 Public Opinion Survey found that 17% of respondents in Durham Region have been the victim of a crime in the past year.
- People under 24 years of age, females, those who identify as a member of a racialized group, and those with a low household income were all more likely to be victims of crime, especially violent crime.
- Cases that come to the Durham Connect table have an average of 10 risk factors each. Suspected mental health problems are the most commonly identified risk factor.
- Between 2 and 9 agencies are involved in collaborative interventions in each case that comes through Durham Connect.

### TRAFFIC

- The number of collisions in Durham Region resulting in an injury rose from 1,403 in 2009 to 1,663 in 2015. This represents an increase of 18.5%.

### IMPLICATIONS FOR POLICING IN DURHAM REGION

- Growing diversity in our Region presents an array of opportunities for the Durham Regional Police Service, as well as a set of associated challenges. Recruitment and outreach efforts should be implemented to strengthen community partnerships and build a workforce that is representative of the community we serve. As a Service, we will also need to be proactive in bridging any language or cultural barriers that may impede our efforts to provide quality police services in this area.
- As the cohort of Baby Boomers moves into retirement, appropriate measures should be taken to ensure that criminal issues affecting seniors are addressed.



## 2018 Business Plan Budget

## Durham Regional Police Service

- While the overall crime rate has steadily decreased over the past decade, calls for police service have remained relatively stable. Police are increasingly required to deal with issues that are social or non-criminal in nature. These can include dealing with issues related to mental illness or domestic disputes. Strategies will need to be developed to increase the efficiency and effectiveness of our response to these issues. A key element of strategies in this area will be partnering with other social service agencies to perform targeted interventions aimed at sustainably reducing risk factors in these types of situations.
- Certain types of crime such as cyber-crime and fraud have been steadily increasing over the past few years, despite the overall drop in crime rate. These crimes can often be difficult to address due to the complexity of the technology used and the geographic dispersion of offenders. Education and prevention will be an important part of addressing these types of harm, while national partnerships may be required to enhance our overall cyber security.
- Despite a decrease in the rate of youth crime, young people still make up the largest cohort of both victims and perpetrators of crime. Partnerships between schools, police, government departments and community agencies need to be strengthened and maintained to ensure the safety and wellbeing of our youth.
- Traffic issues are one of the most common sources of complaints related to public safety. Durham Regional Police Service needs to play a role in increasing the safety of our roadways through partnership, education, prevention and enforcement.



### The Planning Process

This business plan represents the culmination of one year of research and consultation. Although our organization is constantly adapting to changing requirements, we begin a formal business planning process with the development of an environmental scan, a research report that provides a summary of all of the factors that need to be considered when planning to provide excellent police service over the next few years. The environmental scan document includes an analysis of our region - its growth rate and demographics, the economic environment, infrastructure, and future development. It reviews current trends in crime and victimization. It also provides a look within our organization to reveal current and future changes in staffing, resources, and training.

From this starting point, the planning process continues with its most important component – consultation. The consultation phase includes a number of different activities. We began our consultations by attending public events throughout Durham Region over the summer and fall of 2015 where we held informal, one-on-one conversations with more than 500 members of the public on the topic of community safety and policing.

Following this round of consultation with the general public we turned to our community partners – more than sixty agencies from across the region – who work to provide community safety and well-being in Durham. This consultation took the form of a one-day workshop where policy makers and practitioners from a variety of sectors including health-care, homelessness, poverty, family services, mental health, education, emergency services, municipal and provincial government, child and youth services, and victim services came together to consider the challenges and opportunities of providing community safety in our region.

Throughout the fall of 2015 we attended each of the eight municipal councils and regional council to solicit the input of mayors and councillors on behalf of their constituents.

While face-to-face consultations provide a great deal of information, by their nature they are limited to a relatively small number. To broaden our reach and to make sure that we heard from a wide variety of the public we also conducted two public surveys.

The first was a Public Opinion survey which asked a number of questions about satisfaction with police service, experiences with criminal victimization, and perceptions of safety. The survey also offered respondents the option of providing input into future policing priorities. We received more than 3,300 responses to this survey.

The second survey was aimed at soliciting feedback from businesses throughout the region. We heard from about one out of every eight businesses in Durham about their satisfaction with police service, victimization at their place of business, and their level of participation in crime prevention.

To complete the consultation phase we turned our attention inward and spoke with more than eighty members of our Service, and held an internal employee survey in order to gather feedback on the strengths, challenges and opportunities within our organization.

### Guiding Themes

During consultations with the various groups involved in formulating our Business Plan, the following over-arching themes arose: Communication, Collaboration, Diversity, Innovation & Continuous Improvement, and Accountability. Throughout the consultative process, some variation on one or more of these seemed to underlie the discussion. As we turned towards putting the plan on paper, we used these guiding themes as a compass to make sure that we were on the right path as we devised a set of goals and objectives.



## 2018 Business Plan Budget

Durham Regional Police  
Service

### Strategic Goals

Through the research and consultation process we have identified three strategic goals for our Service to focus on over the next business plan cycle. These goals are: **Deliver Community Safety through Collaboration**; **Demonstrate Excellence in Core Service Delivery**; and to **Build Strength in Our Membership**. Within each of these goals we have developed a set of objectives. Each objective is evaluated using one or more measures that will provide a way to monitor our progress towards achieving our goals.

#### GOAL 1 - DELIVER COMMUNITY SAFETY THROUGH COLLABORATION

---

One of the principles underlying policing in Ontario is the need for co-operation between the police and the communities that they serve. This co-operation extends to members of the general public, as well as to the providers of other services including social services, health care, and education. It is incumbent on all of us to contribute to the safety and well-being of our communities. As a police service, we recognize the importance that partnerships play in realizing our vision of having the safest community for people to live, work and play. The objectives set within this goal reflect the principles stated above.

##### **OBJECTIVE 1.1 - BE A PARTNER IN BUILDING STRONG COMMUNITIES**

##### **OBJECTIVE 1.2 – KEEP OUR ROADWAYS SAFE FOR PEDESTRIANS, MOTORISTS AND CYCLISTS**

##### **OBJECTIVE 1.3 - BE A VISIBLE AND ENGAGED MEMBER OF OUR COMMUNITY**

##### **OBJECTIVE 1.4 - RESPOND TO THE CHANGING NATURE OF HARM IN OUR COMMUNITIES**

##### **OBJECTIVE 1.5 - PROTECT VULNERABLE MEMBERS OF THE COMMUNITY**



## 2018 Business Plan Budget

Durham Regional Police  
Service

### GOAL 2 – DEMONSTRATE EXCELLENCE IN CORE SERVICE DELIVERY

---

The public expect nothing less than excellence in their institutions. Policing is no exception. The Durham Regional Police Service has a history of providing exceptional service to our community, whether this is through emergency response, skilled investigations, intelligence-led patrols, or through a commitment to prevent harm through partnerships. Our goal of Demonstrating Excellence in Core Service Delivery is a commitment to continue, and build upon, this tradition.

**OBJECTIVE 2.1 - DEVELOP AND REPORT ON EFFECTIVE MEASURES OF SERVICE DELIVERY**

**OBJECTIVE 2.2 - PROVIDE POLICING SERVICES IN A BIAS-FREE MANNER**

**OBJECTIVE 2.3 - DELIVER SERVICE IN A FISCALLY PRUDENT MANNER THROUGH INNOVATION AND CONTINUOUS IMPROVEMENT**

**OBJECTIVE 2.4 - FOCUS ON CUSTOMER SERVICE**

**OBJECTIVE 2.5 - ENSURE INVESTIGATIVE EXCELLENCE**

**OBJECTIVE 2.6 - IMPROVE OUR ABILITY TO USE INFORMATION TO MAKE EFFECTIVE DECISIONS**

### GOAL 3 – BUILD STRENGTH IN OUR MEMBERSHIP

---

The work that our members - both civilian and sworn - perform on a day-to-day basis forms the core of our service. It is through our members' actions and efforts that we strive to create the safest community for people to live, work and play. Therefore, our Service must work to ensure that we maintain a highly-skilled, effective, and diverse workforce. Our final goal of Building Strength in our Membership addresses the key issues that will be necessary to meet the challenges of the future.

**OBJECTIVE 3.1 - ATTRACT A SKILLED WORKFORCE THAT REFLECTS OUR COMMUNITY**

**OBJECTIVE 3.2 – DEVELOP LEADERSHIP CAPACITY IN OUR ORGANIZATION**

**OBJECTIVE 3.3 - DEVELOP OUR INTERNAL COMMUNICATION TO EFFECTIVELY MANAGE OUR ORGANIZATION**

**OBJECTIVE 3.4 – FOSTER UNITY THROUGHOUT OUR ORGANIZATION**

**OBJECTIVE 3.5 – SUPPORT OUR MEMBERS IN ACHIEVING A HEALTHY AND BALANCED LIFESTYLE**



## 2018 Business Plan Budget

Durham Regional Police  
Service

### Information Technology Plan

Every year the Manager of our Information Technology Unit prepares an Information Technology Plan which identifies the current and future needs of the service in relation to the technological infrastructure which underlies so much of our operations. The plan identifies short- and long-term hardware replacement needs and timelines, as well as training requirements of staff to ensure that their skills remain current with changing technology.

The Information Technology Plan also provides a review of current trends in technology as they relate to policing. These trends include technologies such as body-worn cameras, mobile computing, digital evidence, business intelligence and cloud technology.

In addition to evaluating the existing information technology infrastructure, the Information Technology Plan addresses cyber security to ensure that sensitive information is kept safe and that personal information cannot be compromised.

### Police Facilities Plan

The Durham Regional Police Service currently operates out of twenty facilities totalling more than 440,000 square feet of space with the recent completion of the new East Division and Forensic Investigation Facility. This represents a doubling of facilities space since 2000 and a tripling of space since 1990.

To address the projected growth of the Region and the corresponding needs of the Service, plans for new construction include a Regional Support Centre, Centre for Investigative Excellence, and the Operations Training Centre Phase 2.

A three-year Facilities Plan, updated annually, is developed to coincide with our business planning cycle. This Facilities Plan addresses all aspects of the Ministry of the Solicitor General Policing Standards guidelines as they relate to police facilities.

Long-term plans for facilities are addressed in a Capital Forecast which covers a ten year time frame. The Capital Forecast includes projects such as Durham North West Seaton, expansion of North Division and replacement of Central East Division.



# 2018 Business Plan Budget

## Durham Regional Police Service

### Measures of Success

Without an effective measurement framework it would be impossible to track our progress towards the goals of our business plan. The following measures were selected for their connection with our goals and objectives. These measures will be incorporated into a scorecard that contains performance targets. The scorecard will be reported to the Police Services Board twice annually.

<b>DELIVER COMMUNITY SAFETY THROUGH COLLABORATION</b>	
<b>OBJECTIVE 1.1 - BE A PARTNER IN BUILDING STRONG COMMUNITIES</b>	
% Usually/Always feel safe in parks/public transit/walking alone/downtown/local mall	# of cases brought to Durham Connect from DRPS
Neighbourhood disorder index	# cases where overall risk lowered
% Usually/Always feel they have opportunities to take part in crime prevention activities	% of partners who say that they are well-coordinated with police
Crime rate	# of presentations made to local councils
Property crime rate	# of cases brought to Durham Connect by partners
Violent crime rate	Crime severity index
<b>OBJECTIVE 1.2 – KEEP OUR ROADWAYS SAFE FOR PEDESTRIANS, MOTORISTS AND CYCLISTS</b>	
Index of risky driving behaviours	# of injury collisions per registered vehicle
% Usually/Always feel safe on the roads	# of fatal collisions per registered vehicle
Pedestrian & Cyclist injury rate per 100,000 population	# of property damage collisions per registered vehicle
% injury/fatal collisions caused by impairment	
<b>OBJECTIVE 1.3 - BE A VISIBLE AND ENGAGED MEMBER OF OUR COMMUNITY</b>	
# surveys administered	# of YIP applicants
# events attended	# of YIP referrals
% who feel the DRPS is present at enough community events	% of diverse YIP applicants
# Tweet Impressions	# of community meetings attended by DRPS members
% who feel informed about what the DRPS has been doing	% who feel that interactions of the DRPS with youth in the community are Mostly Positive



# 2018 Business Plan Budget

# Durham Regional Police Service

<b>OBJECTIVE 1.4 - RESPOND TO THE CHANGING NATURE OF HARM IN OUR COMMUNITIES</b>	
# partners at Durham Connect Table	# media releases related to crime prevention
% who feel people using/dealing drugs is a problem in their neighbourhood	% who feel that the DRPS communicates community safety issues in a timely manner
% of frauds with loss	
<b>OBJECTIVE 1.5 - PROTECT VULNERABLE MEMBERS OF THE COMMUNITY</b>	
Youth/Child Victimization Rate	% of victims who report receiving adequate support
Youth CSI	Subject injury per MHA apprehension
Youth diversion rate	Re-victimization rate
Elder victimization rate	# referrals to victim services
# educational presentations to elders	Total fraud loss among senior population
% who feel that DRPS is Good/Very Good at educating and providing policing programs for youth	# educational presentations to youth

<b>DEMONSTRATE EXCELLENCE IN CORE SERVICE DELIVERY</b>	
<b>OBJECTIVE 2.1 - DEVELOP AND REPORT ON EFFECTIVE MEASURES OF SERVICE DELIVERY</b>	
% of members who feel outcomes are measured appropriately	
<b>OBJECTIVE 2.2 - PROVIDE POLICING SERVICES IN A BIAS-FREE MANNER</b>	
% of members who have completed Fair and Impartial Policing training	% male street check subjects (as per Reg 58/16 S14(2) 6)
% street check subjects aged 17-21 (based on Reg 58/16 S14(2) 7)	% street check subjects from racialized groups (as per Reg 58/16 S14(2) 8)
% Agree police treat people fairly	% agree police are culturally sensitive
Equity Continuum™ Score (Community Component)	
<b>OBJECTIVE 2.3 - DELIVER SERVICE IN A FISCALLY PRUDENT MANNER THROUGH INNOVATION AND CONTINUOUS IMPROVEMENT</b>	
# Continuous Improvement reviews completed	# Innovation Box submissions
Cost of police services per capita	Member satisfaction with Continuous Improvement review process
Member satisfaction with Continuous Improvement recommendations	





# 2018 Business Plan Budget

## Durham Regional Police Service

<b>OBJECTIVE 2.4 - FOCUS ON CUSTOMER SERVICE</b>	
Cumulative professionalism score	% Satisfied with quality of police services
# conduct complaints per 100 officers	% Victims Satisfied with encounter
% Businesses satisfied with encounter	% agree prompt response to calls
% Businesses satisfied with quality of police services	% substantiated OIPRD complaints
Median response time to emergency calls for service	

<b>OBJECTIVE 2.5 - ENSURE INVESTIGATIVE EXCELLENCE</b>	
Weighted Clearance Rate	Violent Crime Clearance Rate
Property Crime Clearance Rate	Total Clearance Rate
Youth Crime Clearance Rate	
<b>OBJECTIVE 2.6 - IMPROVE OUR ABILITY TO USE INFORMATION TO MAKE EFFECTIVE DECISIONS</b>	
% members agree that they have the information they need to do their job effectively	



**2018 Business Plan Budget**

**Durham Regional Police Service**

<b>BUILD STRENGTH IN OUR MEMBERSHIP</b>	
<b>OBJECTIVE 3.1 - ATTRACT A SKILLED WORKFORCE THAT REFLECTS OUR COMMUNITY</b>	
% of members identifying as being part of an under-represented group	% applicants from diverse backgrounds
% diverse applicants hired	Representativeness Index
<b>OBJECTIVE 3.2 – DEVELOP LEADERSHIP CAPACITY IN OUR ORGANIZATION</b>	
Cumulative Score from <i>Senior Management</i> section of internal survey	Cumulative score from <i>Supervision</i> section of internal survey
<b>OBJECTIVE 3.3 - DEVELOP OUR INTERNAL COMMUNICATION TO EFFECTIVELY MANAGE OUR ORGANIZATION</b>	
% who agree that information is effectively communicated internally	% who feel Senior Management does a good job communicating to the organization
<b>OBJECTIVE 3.4 – FOSTER UNITY THROUGHOUT OUR ORGANIZATION</b>	
Cumulative Score from <i>Work Unit</i> section of internal survey	% who have experienced harassment or discrimination
Cumulative score from <i>Respect in the Workplace</i> section of internal survey	Diversity Census index of inclusivity
Equity Continuum™ Score	
<b>OBJECTIVE 3.5 – SUPPORT OUR MEMBERS IN ACHIEVING A HEALTHY AND BALANCED LIFESTYLE</b>	
% of members who say that workplace stress Usually/Always affects their personal life	% who say that support services are accessible to them
% Satisfied/Very Satisfied with overall level of job satisfaction	% who have used sick time for reasons other than illness or medical appointments
% who say that DRPS provides adequate support services to help balance professional, personal and familial obligations	Average # of sick leave hours



## Acknowledgements

This Business Plan represents the culmination of input from a diverse array of sources. We would like to acknowledge the time and feedback provided by the members of our community who spoke with us throughout the consultation process or who took the time to respond to our Public Opinion Survey; the members of our organization who provided much needed insight into the current challenges and opportunities that they see in their various roles; the members of our business community who responded to our Business Survey and shared their thoughts on crime and crime prevention; the municipal and regional councillors who contributed with their thoughts; and finally to all of our community partners who attended our forum on community safety and well-being.

*Ajax Diversity and Community Engagement Advisory Committee*  
*Ajax Municipal Housing Corporation*  
*Ajax-Pickering Probation and Parole*  
*Alzheimer Society Of Durham Region*  
*Bethesda House*  
*The Youth Centre, Ajax*  
*Brock Community Health Care*  
*Canadian Mental Health Association, Durham*  
*Luke's Place Support & Resource Centre for Women & Children*  
*Lakeridge Health Child, Youth and Family Program*  
*Clarington Public Library*  
*Community Development Council Durham*  
*Community Care Durham, COPE Mental Health Program*  
*Ontario Shores Centre for Mental Health Sciences*  
*Cornerstone Community Association Durham*  
*Denise House*  
*Durham Catholic District School Board*  
*Durham Children's Aid Society*  
*Catholic Family Services of Durham*  
*Durham District School Board*  
*Durham Elder Abuse Network*  
*Durham Mental Health Services*  
*Oshawa Fire Services*  
*Durham Region EMS*  
*Durham Region Health Department*  
*Durham Violence Prevention Coordinating Council*  
*Enterphase Child & Family Services*  
*Family and Community Action Program*  
*Family Court Clinic*  
*Family Services Durham Region*

*Children's Services Division, Durham Region Social Services*  
*Firehouse Youth Centre*  
*Frontenac Youth Services*  
*Herizon House*  
*Joanne's House*  
*John Howard Society*  
*Kawartha Pine Ridge District School Board*  
*Kennedy House Youth Service Inc.*  
*Big Brothers & Big Sisters of Ajax/Pickering, North Durham, and Oshawa/Whitby*  
*Community Justice Alternatives of Durham Region*

*Ministry of Children & Youth Services*  
*Murray McKinnon Foundation*  
*Durham College & University of Ontario Institute of Technology*  
*Durham Region Domestic Abuse/Sexual Assault Care*  
*Oshawa Public Library*  
*Regional Fire Coordination Committee*  
*Rose of Durham*  
*Simcoe Hall Settlement House*  
*St. Vincent's House*  
*Supervised Access Program - YMCA*  
*The Refuge Youth Outreach Centre*  
*The Regional Municipality of Durham*  
*Fernie House*  
*Town of Ajax Municipal Office*  
*Town of Whitby Municipal Office*  
*Township of Brock Municipal Office*

*Victim Services Durham Region*  
*Victim Witness Assistance Program*  
*Women's Multicultural Resource and Counseling Centre of Durham*

**PROGRAM SUMMARY**



**2018 Business Plan**

**Durham Regional Police Service**

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Community Policing	73,014	78,368	80,374	201	80,575
2 Crime Management	26,376	26,643	27,990	213	28,203
3 Patrol Operations	11,525	11,351	11,241	570	11,811
4 Operational Support	15,712	15,827	15,218	(151)	15,067
5 NextGen Common Communications Platform	888	942	837	149	986
6 Administrative Support	26,267	20,053	20,868	701	21,569
7 Business Services	16,304	17,097	17,746	168	17,914
8 Executive Branch	5,773	5,794	5,599	(311)	5,288
9 Police Services Board	566	566	570	-	570
10 Headquarters Shared Cost	1,596	1,612	1,643	-	1,643
<b>Net Operating Program Expenses</b>	<b>178,021</b>	<b>178,253</b>	<b>182,086</b>	<b>1,540</b>	<b>183,626</b>
<b>11 Contribution To The Helicopter Reserve</b>	150	150	150	-	150
<b>12 Debt Service</b>	11,500	11,500	11,500	-	11,500
<b>13 Tangible Capital Assets</b>					
New	13	-	-	205	205
Replacement	3,440	3,221	3,322	113	3,435
<b>Tangible Capital Assets Subtotal</b>	<b>3,453</b>	<b>3,221</b>	<b>3,322</b>	<b>318</b>	<b>3,640</b>
<b>Net Program Expenses</b>	<b>193,124</b>	<b>193,124</b>	<b>197,058</b>	<b>1,858</b>	<b>198,916</b>
<b>Summary of Increase (Decrease)</b>			<b>\$3,934</b>	<b>2.04%</b>	<b>\$5,792</b>
					<b>3.00%</b>

**PROGRAM SUMMARY**



**2018 Business Plan**

**Durham Regional Police Service**

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget

**Summary of Base Budget Changes**

	\$	Comments
Salary & Benefits	4,319	Economic Increases Higher maintenance (vehicles & buildings) and consulting, slightly offset by lower equipment maintenance
Operating Expenses	282	Replace private branch exchange (PBX) internal phone system
Capital Assets	151	Increased Court Security funding and 911 staffing recoveries
Revenue / Recovery	<u>(818)</u>	
	<u><u>3,934</u></u>	

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Durham Regional Police Service

### Program Changes for 2018 Budget

\$000's

#### PERSONNEL STRENGTH

Total 2018 Police Authorized Strength will increase to 873 (from 871), representing the addition of a Sergeant and a Constable position for the Equity & Inclusion Unit. Total 2018 Civilian Full Time Equivalents (FTE's) will increase to 378.5 representing 306 (from 304) full time members, plus the equivalent of 72.5 FTE's (from 67) in part-time support. Note that 3.4 of the 5.5 new part time FTE's are temporary project positions for the Body Worn Camera Project pilot and are not permanent additions to staff levels. Authorized staff has not increased since 2011. In the 2010 Budget a single position was added. In the 2015 Budget, an approved Program Change eliminated 2 Civilian positions, which reduced civilian authorized strength from 306 to 304 full time.

<b>Program 1 - Community Policing</b>	<b>201</b>
---------------------------------------	------------

- ♦ Investigative Services: Transfer of 1 Inspector position (from Executive), in order to support the creation of the Investigative Services Unit directly overseeing all divisional investigative units.
201

<b>Program 2 - Crime Management</b>	<b>213</b>
-------------------------------------	------------

- ♦ Major Crime: Transfer of 1 Inspector position (from Community Safety/Patrol Operations), in order to support the separation of the Crime Management function into 2 sections: Crimes Against Persons (Homicide, Sexual Assault, Domestic Violence, Offender Mgmt.) and Crimes Against Community (Fraud, Robbery, E-Crimes, Forensic Identification).
213

<b>Program 3 - Patrol Operations</b>	<b>570</b>
--------------------------------------	------------

- ♦ Traffic Services - Unmanned Aerial Vehicle support costs - Insurance, licenses and related supplies.
27
- ♦ Community Safety - 1 Part Time resource (0.7 FTE): Durham Connect Situation Table Project Coordinator
73
- ♦ Patrol Support Admin - Body Worn Camera Pilot Project (3.4 FTE): This represents 1/2 of the total cost for the 1 year pilot program (est. total = \$1.22million). The 2018 amount includes costs for 3.4 FTE's (temporary project positions), overtime and related program costs.
683
- ♦ Community Safety: Transfer 1 Inspector position to Crime Management, in order to support the separation of the Crime Management branch into 2 sections.
(213)

<b>Program 4 - Operational Support</b>	<b>(151)</b>
--	--------------

- ♦ Case Management - Transfer and conversion of 1 Sergeant position to an Inspector position in the Equity & Inclusion Unit.
(151)

# EXPLANATION OF PROGRAM CHANGES



## 2018 Program Changes

## Durham Regional Police Service

### Program 5 - NextGen CCP 149

- ◆ NextGen - Establish a Portable Battery replacement program for DRPS handheld radios. This is a DRPS only cost.
77
- ◆ NextGen - Capital to establish an Uninterruptible Power Supply (UPS) Site and Battery replacement program. This is a partner share cost and the amount represents the net cost.
72

### Program 6 - Administrative Services 701

- ◆ Police Education and Innovation Center - Conducted Energy Weapon purchase and expansion program - 5 year expansion initiative to train and equip all front line officers - operating costs (ammunition).
61
- ◆ Information Technology - 1 Part Time resource (0.7 FTE): to support the IT help desk function that provides service for devices, equipment, software and system access.
78
- ◆ Equity & Inclusion - (2 Full Time) Continued development and establishment of the Diversity Program with the goal to increase the focus on Diversity Initiatives and achievement of the outcomes as defined in the 2017-19 Diversity Equity Inclusion strategic plan. Includes 2 full time positions for 1/2 year (Sergeant, Constable) and related program costs. (Annualized cost is \$269k)
221
- ◆ Equity & Inclusion - Transfer of 1 Constable Position (from the Executive Unit) to support the continuing development and establishment of the Diversity Program.
139
- ◆ Equity & Inclusion - Transfer of 1 Inspector position (conversion from a Sergeant position in Case Management).
202

### Program 7 - Business Services 168

- ◆ Fleet - (1 Full Time): Fleet Technician, effective July 1, 2018, to ensure that Fleet vehicles are serviced in a timely and cost effective manner. (Annualized cost is \$108k)
54
- ◆ Quartermaster - 1 Part Time resource(0.7 FTE): Quartermaster Clerk to support the timely procurement and delivery of member uniforms and equipment.
60
- ◆ Facilities - (1 Full Time): Interior Designer, effective July 1, 2018, to support the renovation, expansion and operation of DRPS owned and leased locations. (Annualized cost is \$108k)
54

### Program 8 - Executive Branch (311)

- ◆ Executive - Transfer of 1 Constable position to the Equity & Inclusion Unit to support the continuing development and establishment of the Diversity Program.
(139)
- ◆ Executive - Transfer of 1 Inspector position to support the creation of the Investigative Services Unit directly overseeing all divisional investigative units.
(201)
- ◆ Executive - Conversion of an Inspector position to a Superintendent position within the Unit.
29

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Durham Regional Police Service

<b>Program 13 - Capital</b>	<b>318</b>
♦ Police Education and Innovation Center - 77 Conducted Energy Weapons for the first year in a 4 year expansion initiative to train and equip all front line officers.	192
♦ Forensic Identification - Capital to establish an annual forensic camera replacement program.	13
♦ Equity & Inclusion - Capital related to the establishment of the Equity & Inclusion program (outlined above).	13
♦ Facilities - Increase to the building repair and maintenance fund in order to ensure the ongoing proactive and preventative repair program for Police facilities continues. The results of building condition surveys estimates that approximately \$1million per year is required, however this amount has not yet been fully incorporated into the base budget. This 2018 increase of \$100k, will bring the base budget to a level of \$515, closer to the annual amount actually required to properly maintain facilities.	100
<b>Total Program Changes for 2018</b>	<b>1,858</b>

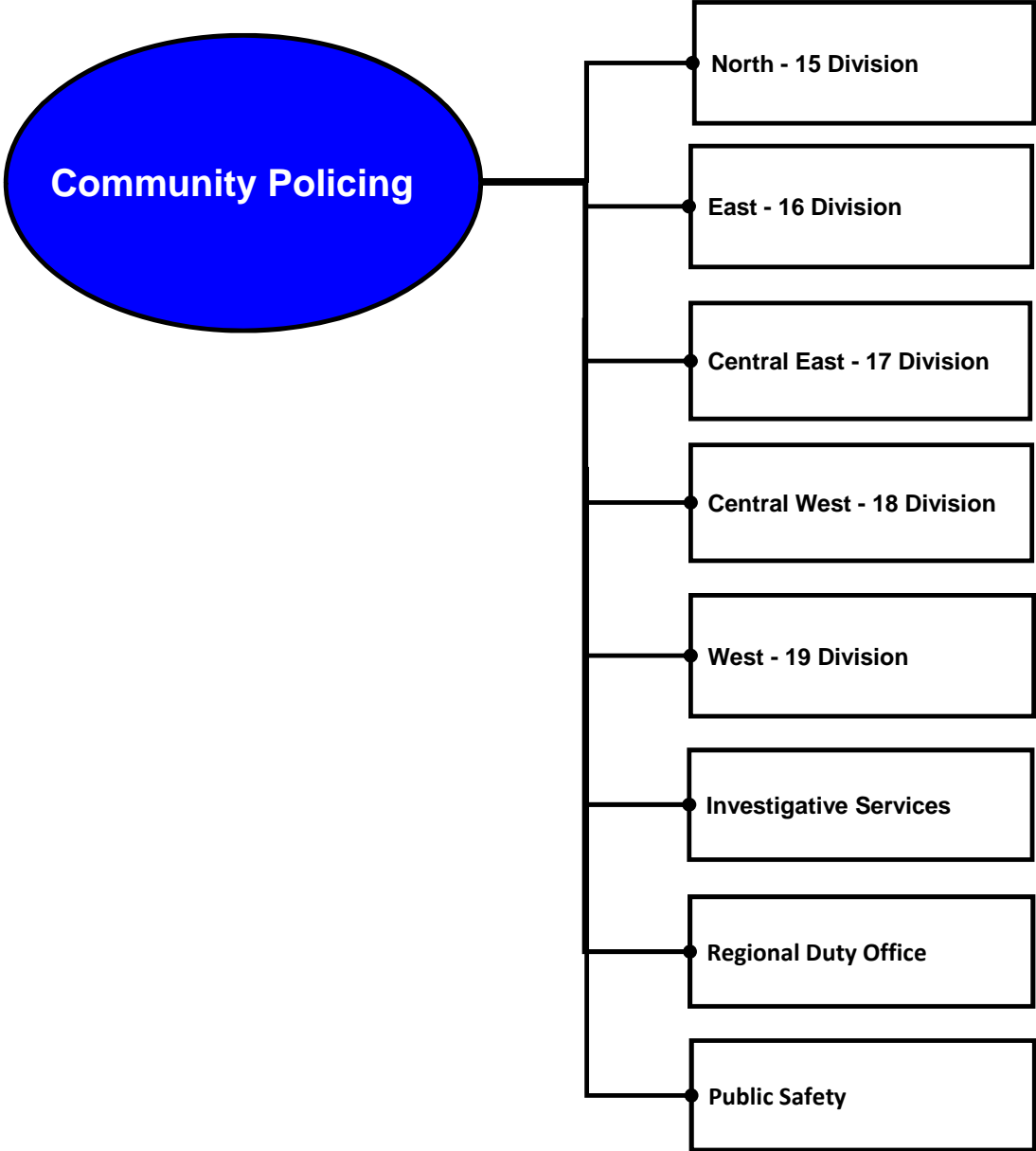


**PROGRAM 1  
COMMUNITY POLICING**



**2018 Program Detail**

**Durham Regional Police  
Service**





**2018 Program Detail**

**Durham Regional Police  
Service**

**Purpose (Primary Board End or Outcome and Performance Measure):**

- ◆ Community Policing consists of the five Police Divisions, Investigative Services, Regional Duty Inspectors and the Public Order Unit. Their responsibility is emergency response, crime prevention, and maintaining public order, with officers and staff dedicated to uniform patrol and local criminal investigations. The five Divisions are East (16-Clarington), Central East (17-Oshawa), Central West (18-Whitby), West (19-Ajax-Pickering), and North (15-North Durham) as well as smaller substation offices.
- ◆ Community Safety - Please refer to pages 15, 16 and 17 for Board Ends and Performance Measures.
- ◆ The Investigative Services Unit was created in 2017 to directly oversee all divisional investigative units, previously managed through the five Police Divisions.
- ◆ The Duty Inspectors provide leadership and supervision for front line policing operations 24 hours a day.
- ◆ Public Safety Unit provides as needed, support on a call up basis for situations requiring larger scale control.

**Description of Program Activities (Means to Achieving Ends):**

- ◆ Answer calls from citizens quickly and safely.
- ◆ Use intelligence and education to prevent crime and disorder. Maintain traffic enforcement activities.
- ◆ The illegal activities of gangs will remain a top priority. Division resources will focus on the illegal activities of street level gangs with a special emphasis on those involved in school related incidents. Intelligence-led policing will continue to be a key technique to target problems before they worsen.

**Description of Program Resources**

- ◆ Human Resources: 2 Superintendents (in Executive Budget), 10 Inspectors, 21 Staff Sergeants, 5 Detective Sergeants, 40 Sergeants, 26 Detectives, 28 Detective Constables, 457 Constables, 24 Civilians (Total Staff: 611)
- ◆ Fleet: 124 Marked Patrol (114 for patrol officers and 10 for supervisors), 2 Marked Other (Truck/Van), 48 Unmarked (25 Cars and 23 Trucks/Vans), 7 Pay Duty, 4 ATVs, 2 Snowmobiles, 7 Trailers
- ◆ Software: Versadex CAD/RMS system.

**Performance Measurements**

<u><b>End and Measurement</b></u>	<u><b>Rankings</b></u>			
	<u><b>2015</b></u>	<u><b>2016</b></u>	<u><b>Plan 2017</b></u>	<u><b>Plan 2018</b></u>
Community Safety-Crime Prevention (Crime Rate Per 100,000 residents)	2,724 4th	2,862 4th	Crime Rates in the Lowest 50% of Comparators	

**PROGRAM 1  
COMMUNITY POLICING**



**2018 Program Detail**

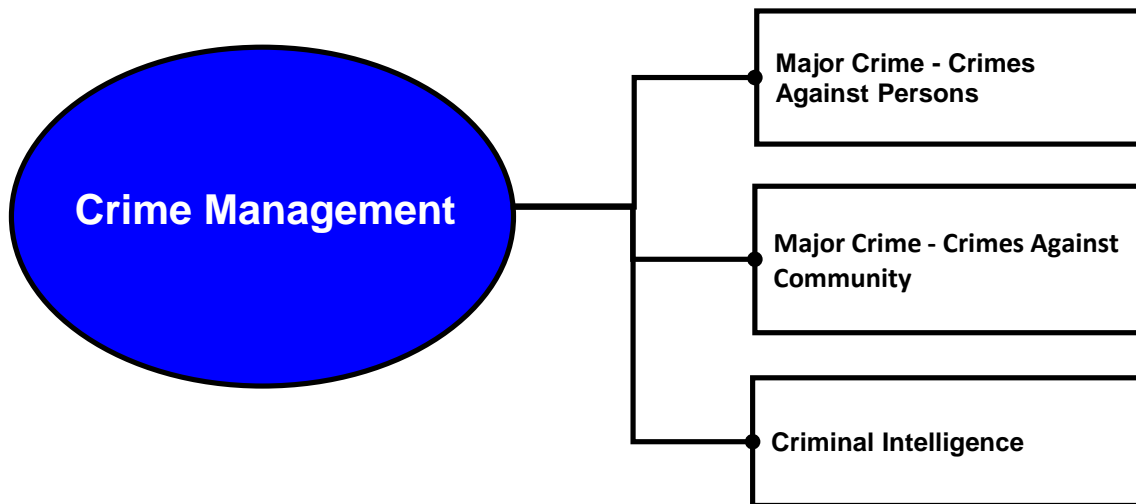
**Durham Regional Police  
Service**

Detailed Cost of Program:  (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	76,499	81,764	83,758	191	83,949
Personnel Related	79	76	95	10	105
Communications	34	35	33	-	33
Supplies	155	152	149	-	149
Vehicle Operations	4	4	4	-	4
<b>Gross Operating Expenses</b>	<b>76,771</b>	<b>82,031</b>	<b>84,039</b>	<b>201</b>	<b>84,240</b>
<b>Revenues</b>					
Prov. Subsidy	(3,177)	(3,083)	(3,085)	-	(3,085)
Great Blue Heron	(580)	(580)	(580)	-	(580)
<b>Total Revenues</b>	<b>(3,757)</b>	<b>(3,663)</b>	<b>(3,665)</b>	<b>-</b>	<b>(3,665)</b>
<b>Net Program Expenses</b>	<b>73,014</b>	<b>78,368</b>	<b>80,374</b>	<b>201</b>	<b>80,575</b>



2018 Program Detail

Durham Regional Police Service



**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ Community Safety - Law Enforcement: Clearance rates achieved by Durham Regional Police shall be among the top half of similar communities in Ontario. (The clearance rate equals total reported crimes in which charges are laid or the crime is otherwise considered solved divided by total reported crimes).
- ◆ Community Safety Crime Prevention: The crime rate in Durham Region shall be amongst the lowest for similar communities in Ontario.
- ◆ Assistance to Victims - Please refer to pages 15, 16 and 17 for Board Ends and Performance Measures.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ **Crime Management is comprised of three functional areas:** Major Crime- Crimes Against Persons, Major Crime- Crimes Against Community, and Criminal Intelligence.
- ◆ **Major Crime- Crimes Against Persons** is tasked with the investigation of: Homicides, Sexual Assaults, Domestic Violence and Child Abuse.  
**Major Crime- Crimes Against Community** is tasked with robberies of financial institutions, armoured vehicles and robberies of a serial nature; Major Frauds and Counterfeit; E-Crimes including Computer Crime and Child Pornography; and crime scene investigation through the Forensic Identification Unit.
- ◆ **Criminal Intelligence** is comprised of the: Drug Enforcement Unit, Surveillance Unit, Technical Services Unit, Source Management Unit, Gang Enforcement, Joint Forces and a General Assignment component that addresses Organized Crime and Anti-Terrorist concerns on a local, provincial and national level.

**Description of Program Resources**

- ◆ Human Resources: 1 Superintendent (in Executive Budget), 3 Inspectors, 7 Detective Sergeants, 40 Detectives, 1 Sergeant, 99 Detective Constables, 26 Civilian. (Total Staff: 176)
- ◆ Fleet: 1 Marked Other (Van), 35 Unmarked (17 Cars and 18 Trucks/Vans), 47 Specialty Cars/Trucks/Vans, 1 Major Incident Command Unit, 2 Forensic Mobile Units

**PROGRAM 2  
CRIME MANAGEMENT**



**2018 Program Detail**

**Durham Regional Police  
Service**

**Performance Measurements**

<u>End and Measurement</u>	<u>2015</u>	<u>2016</u>	<u>Plan 2017</u>	<u>Plan 2018</u>
Community Safety-Crime Prevention (Crime Rate Per 100,000 residents)	2,724 4th	2,862 4th		Crime Rates in the Lowest 50% of Comparators
Community Safety-Law Enforcement (Clearance Rate)	45.1%	44.2%		Clearance Rate in the Top 50% of Comparators

**PROGRAM 2  
CRIME MANAGEMENT**



**2018 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	25,611	25,849	27,206	203	27,409
Personnel Related	60	55	68	10	78
Communications	238	237	271	-	271
Supplies	536	350	354	-	354
Computer Maintenance & Operations	210	208	206	-	206
Equipment Maintenance & Repairs	89	90	88	-	88
Vehicle Operations	94	94	31	-	31
Professional Services	125	123	128	-	128
Minor Assets & Equipment	11	11	12	-	12
<b>Gross Operating Expenses</b>	<b>26,974</b>	<b>27,017</b>	<b>28,364</b>	<b>213</b>	<b>28,577</b>
<b>Tangible Capital Assets</b>					
Replacement	214	214	213	13	226
<b>Total Tangible Capital Assets</b>	<b>214</b>	<b>214</b>	<b>213</b>	<b>13</b>	<b>226</b>
<b>Total Expenses</b>	<b>27,188</b>	<b>27,231</b>	<b>28,577</b>	<b>226</b>	<b>28,803</b>
<b>Revenues</b>					
Prov. Subsidies - Other	(98)	(98)	(98)	-	(98)
Prov. Subsidy - One Time	(99)	-	-	-	-
Prov. Subsidy - Extra Judicial Measures	(119)	(119)	(119)	-	(119)
Prov. Subsidy - Child Protection	(157)	(157)	(157)	-	(157)
Fees Charged to Other Services	(125)	-	-	-	-
<b>Total Revenues</b>	<b>(598)</b>	<b>(374)</b>	<b>(374)</b>	<b>-</b>	<b>(374)</b>
<b>Net Program Expenses</b>	<b>26,590</b>	<b>26,857</b>	<b>28,203</b>	<b>226</b>	<b>28,429</b>

\* Tangible Capital Assets are stated separately on the Program Summary

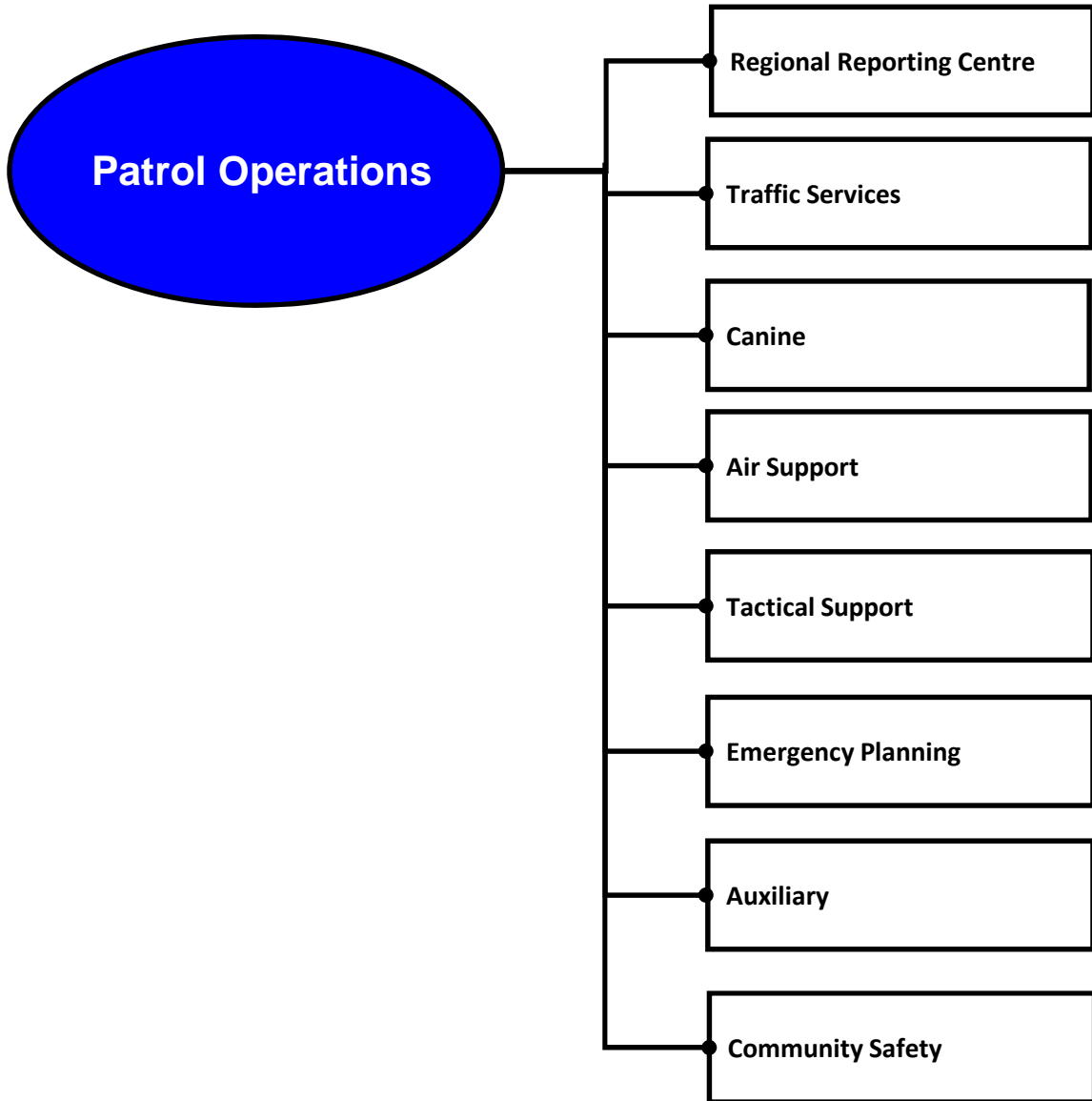
Net Program Expenses Per Above	28,429
Less: Tangible Capital Assets	(226)
Net Operating Program Expenses Per Program Summary	<u>28,203</u>

**PROGRAM 3  
PATROL OPERATIONS**



**2018 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ Community Safety - Please refer to pages 15, 16 and 17 for Board Ends and Performance Measures.

# PROGRAM 3 PATROL OPERATIONS



## 2018 Program Detail

## Durham Regional Police Service

### Description of Program Activities (Means to Achieving Ends)

- ◆ Regional Reporting Centre houses the Central Alternate Response Unit which provides a timely appropriate response to non-urgent calls for service as well as the Collision Reporting Centre.
- ◆ Auxiliary are highly trained uniformed volunteers who enhance police service availability for public events. They contribute in excess of 15,000 hours per year to support police work.
- ◆ Traffic Services provides education and enforcement as well as investigation and reconstruction of serious injury and fatal vehicle collisions.
- ◆ Tactical Support/Explosive Disposal Unit responds to dangerous and armed persons, hostage incidents, and bomb calls.
- ◆ Air Support provides surveillance capability and support.
- ◆ Canine provides search and tracking support.
- ◆ Emergency Planning for disaster response.
- ◆ Primary Crime Prevention: Co-ordination of regional community services and crime prevention programs including Neighbourhood Watch, Kid's Safety Village and School Liaison.
- ◆ Crime Stoppers assists Law Enforcement by getting tips from the public to solve crimes.
- ◆ Community Safety Administration contributes to community safety by providing support to criminal investigations through: Offender Management, Polygraph Examination, Warrant Liaison, and support to victims of crime through the Vulnerable Persons Unit, Community Services (including the Kid's Safety Village) and Crime Stoppers.

### Description of Program Resources

- ◆ Human Resources: 1 Inspector, 3 Staff Sergeants, 9 Sergeants, 34 Detective Constables, 17 Constables, 3 Civilian (Total Staff: 67)
- ◆ Fleet: 7 Marked Patrol, 6 Marked Other, 23 Unmarked (9 Cars and 14 Trucks/Vans), 4 Motorcycles, 2 Boats, 6 Trailers, 1 Mobile RIDE Unit

### Performance Measurements

- ◆ These units provide support to Community Policing to aid them in Emergency Response.



**PROGRAM 3  
PATROL OPERATIONS**



**2018 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	10,154	9,988	9,850	537	10,387
Personnel Related	120	136	129	(10)	119
Communications	54	54	53	-	53
Supplies	750	741	766	9	775
Computer Maintenance & Operations	12	6	5	4	9
Buildings & Grounds Operations	1	1	2	-	2
Equipment Maintenance & Repairs	429	429	383	-	383
Contribution from Helicopter Reserve for Operating Costs	(391)	(391)	(340)	-	(340)
Vehicle Operations	108	108	103	-	103
Professional Services	209	200	209	15	224
Leased Facilities Expenses	8	8	8	-	8
Financial Expenses	71	71	73	15	88
<b>Gross Operating Expenses</b>	<b>11,525</b>	<b>11,351</b>	<b>11,241</b>	<b>570</b>	<b>11,811</b>
<b>Tangible Capital Assets</b>					
Replacement	60	60	67	-	67
<b>Total Tangible Capital Assets</b>	<b>60</b>	<b>60</b>	<b>67</b>	<b>-</b>	<b>67</b>
<b>Net Program Expenses</b>	<b>11,585</b>	<b>11,411</b>	<b>11,308</b>	<b>570</b>	<b>11,878</b>

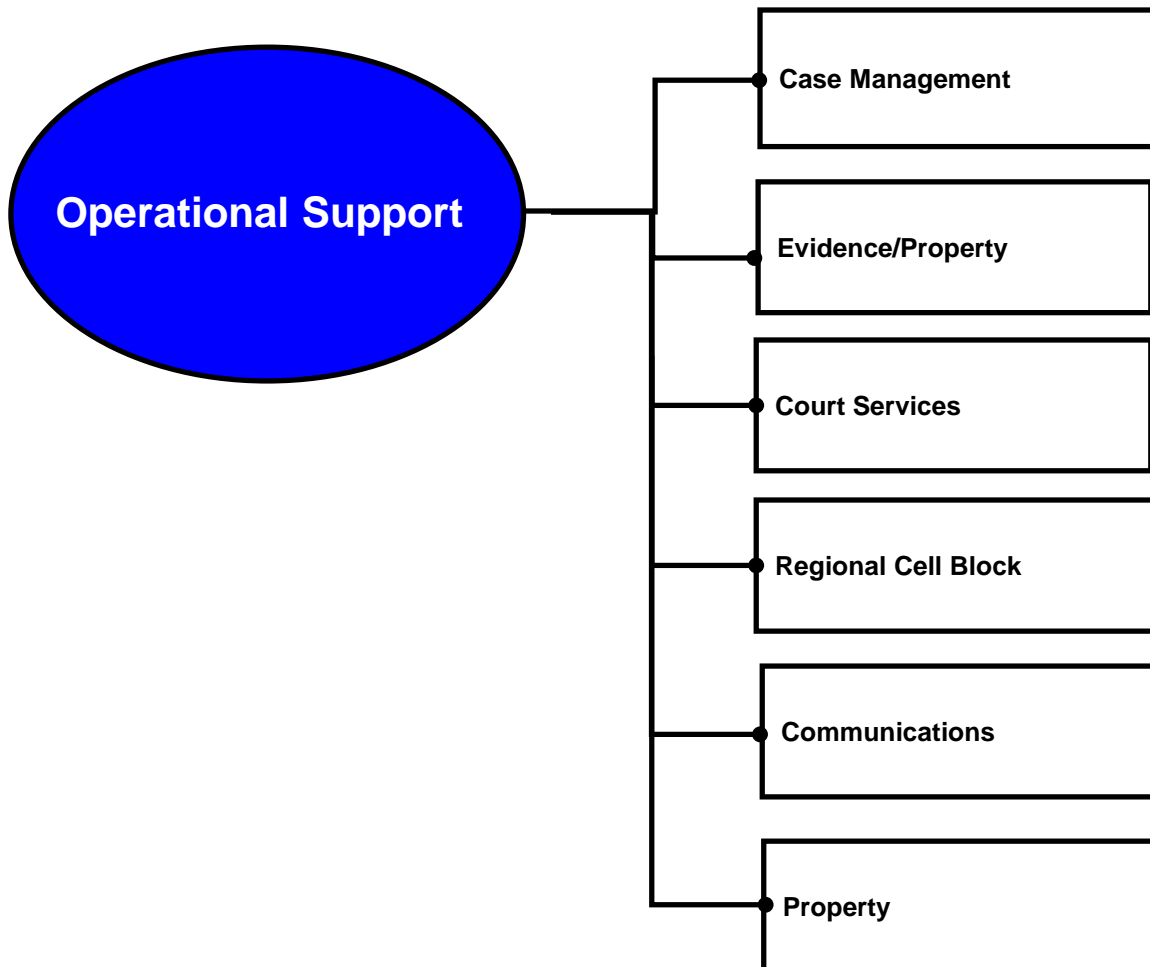
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	11,878
Less: Tangible Capital Assets	(67)
Net Operating Program Expenses Per Program Summary	<u>11,811</u>



**2018 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure):**

- ◆ To provide support to the police service through centralized and specialized resources to achieve the Board Ends and to provide court security mandated under the Police Services Act.
- ◆ The Communications and 9-1-1 Emergency Call Answering Centre provides the vital link between the public seeking assistance and the Emergency Services that will respond. The non-police calls are routed to the appropriate agency, either Fire or Emergency Medical Services. The Police calls form the majority of calls, and as pertinent information is collected from the caller, calls are routed to the appropriate response group, whether direct police dispatch or the Central Alternate Response Unit.

**Description of Program Activities (Means to Achieving Ends):**

- ◆ Case Management provides quality control over crown briefs.
- ◆ Evidence/Property Unit to account for and maintain continuity of seized/found property and evidence.
- ◆ Court Services including court security and prisoner transport.
- ◆ Communications/9-1-1 Unit provides the initial point of contact for emergency calls from the public and dispatches officers to respond. The unit operates at all times on a 24/7 basis.

**PROGRAM 4  
OPERATIONAL SUPPORT**



**2018 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 1 Superintendent (in Executive Budget), 2 Inspectors, 2 Staff Sergeants, 12 Sergeants, 17 Constables, 1 Civilian Managers, 138 Civilians. (Total Staff: 172)
- ◆ Fleet: 1 Marked Patrol, 4 Marked Other (2 Paddy Wagons and 2 non pursuit), 6 Unmarked (4 Cars and 2 Trucks/Vans), 1 Helicopter

**Performance Measurements**

- ◆ Operational Support provides support to the police service and has joint responsibility for achievement of the Board Ends.
- ◆ The Police Communications Unit answers all Regional 9-1-1 calls and routes them to Police, Fire or Ambulance.
- ◆ The following costs are incurred in the Police Communications budget and then recovered from (charged to) 9-1-1 budget.  
Personnel Expenditures           \$    3,047    21 Communicators and 5 Supervisors
- ◆ This recovery is included on the Program Summary under Program 4.

**PROGRAM 4  
OPERATIONAL SUPPORT**



**2018 Program Detail**

**Durham Regional Police  
Service**

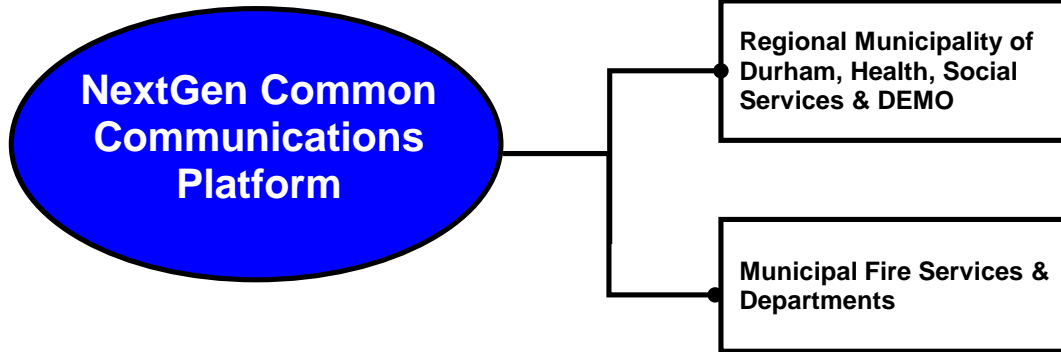
Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	21,549	21,667	21,702	(151)	21,551
Personnel Related	22	22	23	-	23
Communications	384	384	385	-	385
Supplies	99	97	102	-	102
Food	29	29	28	-	28
Computer Maintenance & Operations	11	10	10	-	10
Equipment Maintenance & Repairs	39	39	39	-	39
Professional Services	10	10	10	-	10
<b>Total Expenses</b>	<b>22,143</b>	<b>22,258</b>	<b>22,299</b>	<b>(151)</b>	<b>22,148</b>
<b>Revenues</b>					
Prov. Subsidy - Court Security	(3,407)	(3,407)	(3,974)	-	(3,974)
Fees - Disclosure & Prisoner Escort	(59)	(59)	(60)	-	(60)
Recovery from 9-1-1 Emergency Services	(2,965)	(2,965)	(3,047)	-	(3,047)
<b>Total Revenues</b>	<b>(6,431)</b>	<b>(6,431)</b>	<b>(7,081)</b>	<b>-</b>	<b>(7,081)</b>
<b>Net Program Expenses</b>	<b>15,712</b>	<b>15,827</b>	<b>15,218</b>	<b>(151)</b>	<b>15,067</b>

# PROGRAM 5 NEXTGEN COMMON COMMUNICATIONS PLATFORM



## 2018 Program Detail

## Durham Regional Police Service



### Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ To ensure and enhance safety within the communities of the Region of Durham through partnerships with public safety agencies.
- ◆ The citizens of Durham Region have a safe community in which to live and work at a cost that is competitive with similar communities in Ontario.
- ◆ The single, unified, regional radio communications system supports mission critical communications for the Durham Region Police Service (DRPS), the Region's eight (8) municipal fire service agencies, as well as the Region's and Municipalities local government departments, with the potential to add on other agencies involved in the community. The communications system replaced several existing disparate systems, and provides enhanced two-way land mobile radio communications capabilities to all users and seamless communications interoperability.

### Description of Program Activities (Means to Achieving Ends)

- ◆ Design, purchase, installation and implementation of a unified Interoperable Communications Radio System. This includes tower sites (owned, leased and shared), Dispatch Centres (Police and Fire), and user equipment.
- ◆ 2 year warranty period ended in August 2016 at which time the 13 year extended maintenance period with the vendor began which includes software and hardware refreshes, guaranteed monitoring, repair and maintenance of the System.
- ◆ Involves a partnership between the Region of Durham, the DRPS, and the eight municipalities that is governed by a Memorandum of Understanding and is under the oversight of the Regional Communication Interoperability Steering Committee made up of representatives of the partners.
- ◆ Day to day management of the System is the responsibility of the DRPS and the Radio System Technician (RST) hired for the purpose.

### Special Budget Considerations

- ◆ The NextGen Radio Communications budget is reviewed by the steering committee and then approved by the Police Services Board and Region in accordance with the MOU.
- ◆ As per the MOU, each partner agency is responsible to pay their percentage share of the operations and maintenance portion of the budget on a quarterly basis. The percentage share is equal to the percentage of the total user equipment that the agency has approved for use on the System. DRPS is responsible for approximately 52.2% of the shared costs plus the Police specific costs.

# PROGRAM 5 NEXTGEN COMMON COMMUNICATIONS PLATFORM



## 2018 Program Detail

## Durham Regional Police Service

### Description of Program Resources

#### Partners:

City of Pickering	Scugog Fire
Pickering Fire	Brock Fire
Ajax Fire	Uxbridge Fire
Town of Whitby	Durham College/UoIT
Whitby Fire	Pickering Auxilliary Rescue Association
City of Oshawa Works	Region of Durham Works
City of Oshawa Municipal Law Enforcement	Region of Durham Health
Oshawa Fire	Region of Durham Social Services
Municipality of Clarington	Region of Durham DEMO
Clarington Fire	Region of Durham Paramedic Services
Ontario Power Generation	

#### Human Resources:

- 2 Radio System Technician (RST) (Contracted to the DRPS)
- 8 Regional Communication Interoperability Steering Committee (part time function)

#### Fleet:

- 1 marked DRPS fleet vehicle available to the RST.
- ◆ 3,357 units of user equipment
- ◆ 2 System Cores (Redundant and Geographically separated for enhanced reliability and availability)
- ◆ 4 Dispatch Centres (2 Police, 2 Fire)
- ◆ 14 Leased Tower Sites
- ◆ 14 Partner owned Tower Sites
- ◆ 8 of the sites are shared with the Region's Water SCADA network

### Performance Measurements

#### Performance Outcomes:

##### Availability and Reliability

- ◆ Radio System Availability of 99.9%

##### Coverage

- ◆ Radio System coverage for 97% of Southern Durham and 95% of Northern Durham with a confidence level of 99% at DAQ 3.4 (Digital Audio Quality).

##### Interoperability

- ◆ Seamless Interoperability capability between partner agencies.

**PROGRAM 5**  
**NEXTGEN COMMON COMMUNICATIONS PLATFORM**



**2018 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Related	16	16	15	-	15
Communications	31	31	31	-	31
Supplies	14	14	14	-	14
Utilities	76	76	88	-	88
Computer Maintenance & Operations	747	801	631	-	631
Buildings & Grounds Operations	13	13	17	-	17
Equipment Maintenance & Repairs	59	145	140	77	217
Vehicle Operations	2	2	7	-	7
Professional Services	163	227	308	-	308
Leased Facilities Expenses	384	384	392	-	392
Financial Expenses	16	16	16	-	16
<b>Gross Operating Expenses</b>	<b>1,521</b>	<b>1,725</b>	<b>1,659</b>	<b>77</b>	<b>1,736</b>
<b>Tangible Capital Assets</b>					
New	1	1	-	-	-
Replacement	238	-	-	150	150
<b>Total Tangible Capital Assets</b>	<b>239</b>	<b>1</b>	<b>-</b>	<b>150</b>	<b>150</b>
<b>Total Expenses</b>	<b>1,760</b>	<b>1,726</b>	<b>1,659</b>	<b>227</b>	<b>1,886</b>
<b>Revenues</b>					
Revenue from NextGen Partners	(872)	(784)	(822)	(78)	(900)
<b>Total Revenues</b>	<b>(872)</b>	<b>(784)</b>	<b>(822)</b>	<b>(78)</b>	<b>(900)</b>
<b>Net Program Expenses</b>	<b>888</b>	<b>942</b>	<b>837</b>	<b>149</b>	<b>986</b>

**PROGRAM 5**  
**NEXTGEN COMMON COMMUNICATIONS PLATFORM**



**2018 Program Detail**

**Durham Regional Police  
Service**

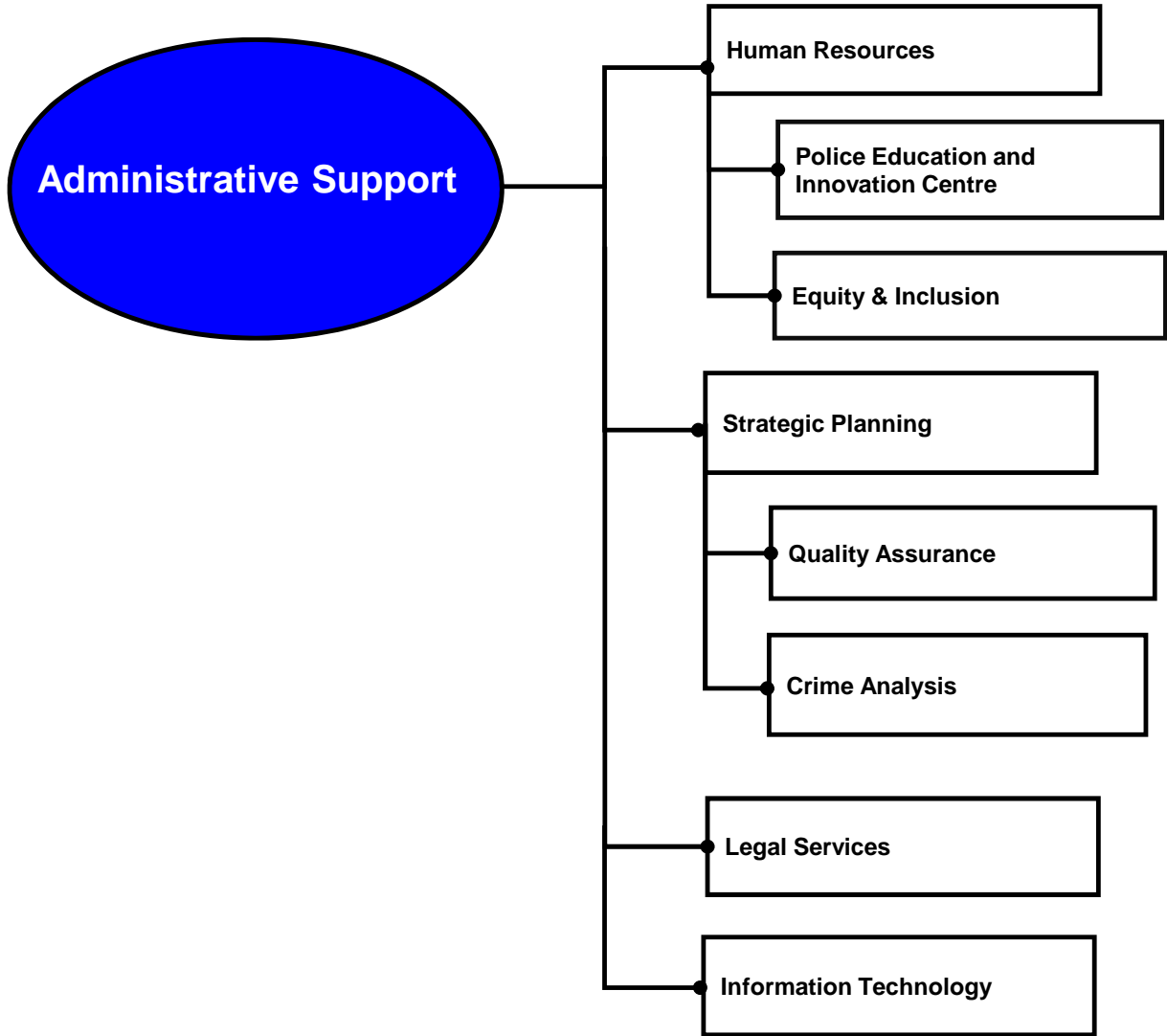
Detailed Revenue: Partner Share:	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Ajax Fire	(49)	(51)	(45.1)	(4.3)	(49.4)
Town of Whitby	(87)	(91)	(80.4)	(7.6)	(88.0)
Whitby Fire	(40)	(42)	(38.5)	(3.7)	(42.2)
City of Oshawa Works	(111)	(135)	(102.5)	(9.7)	(112.2)
City of Oshawa Mun Law Enforcement	(18)	-	(16.5)	(1.6)	(18.0)
Oshawa Fire	(51)	(54)	(51.7)	(4.9)	(56.6)
Municipality of Clarington	(51)	(53)	(50.8)	(4.8)	(55.6)
Clarington Fire	(63)	(67)	(59.2)	(5.6)	(64.8)
City of Pickering	(42)	(44)	(38.5)	(3.7)	(42.2)
Pickering Fire	(46)	(49)	(42.8)	(4.1)	(46.8)
Scugog Fire	(37)	(39)	(34.3)	(3.3)	(37.6)
Brock Fire	(35)	(36)	(32.0)	(3.0)	(35.0)
Uxbridge Fire	(25)	(26)	(23.0)	(2.2)	(25.2)
Durham College/UOIT	(19)	(20)	(18.8)	(1.8)	(20.6)
Pickering Auxiliary Rescue Assoc	(3)	(3)	(1.9)	(0.2)	(2.1)
Ontario Power Generation	(127)	-	(117.5)	(11.1)	(128.7)
Durham Works	(55)	(58)	(54.5)	(5.2)	(59.7)
Durham Health	(5)	(5)	(4.7)	(0.4)	(5.1)
Durham Social Services	(5)	(5)	(4.7)	(0.4)	(5.1)
DEMO	(3)	(3)	(2.4)	(0.2)	(2.6)
Region of Durham Paramedic Services (RDPS)	(3)	(3)	(2.4)	(0.2)	(2.6)
<b>REVENUE &amp; RECOVERY</b>	<b>(872)</b>	<b>(784)</b>	<b>(822)</b>	<b>(78)</b>	<b>(900)</b>





2018 Program Detail

Durham Regional Police Service





**2018 Program Detail**

**Durham Regional Police Service**

**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ Provision of Human Resource management ensuring the Service complies with all employment legislation and maintains a suitable work environment that enforces our value statement and helps achieve our goals through teamwork.
- ◆ Ensure that strategies are implemented to develop a business plan consistent with the requirements of the Adequacy Standards Regulations.
- ◆ Provision of Quality Assurance, including the internal audit function, independently of the operational units providing direct service to citizens.
- ◆ Crime Analysis provides front line police with information on crime trends to focus on problem-solving.
- ◆ Police Education and Innovation Centre provides mandatory training, e-learning, as well as coordinating external training.
- ◆ Legal Services provides independent advice to the Chief and the Board.
- ◆ Provision of current technology, related equipment and business processes that will decrease the administrative workload of front line officers thereby allowing them to provide ever improving police service to our communities.
- ◆ Equity & Inclusion to advance equity and inclusion to ensure a culturally sensitive response to our diverse communities and populations.

**Description of Program Resources**

- ◆ Human Resources: 1 Chief Administrative Officer (in Executive Budget), 1 Director, 5 Civilian Managers, 1 Inspector, 1 Staff Sergeants, 6 Sergeants, 16 Constables, 47 Civilians (Total Staff: 77)
- ◆ Fleet: 3 Marked Patrol, 1 Marked Other (Van), 16 Unmarked (8 Cars and 8 Trucks/Vans)

**PROGRAM 6  
ADMINISTRATIVE SUPPORT**



**2018 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	19,614	14,405	15,226	553	15,779
Personnel Related	1,116	1,099	1,091	1	1,092
Communications	1,055	1,161	1,054	23	1,077
Supplies	466	466	496	73	569
Computer Maintenance & Operations	1,623	1,550	1,680	-	1,680
Equipment Maintenance & Repairs	207	331	221	-	221
Vehicle Operations	5	5	4	-	4
Professional Services	2,525	1,360	1,426	51	1,477
<b>Gross Operating Expenses</b>	<b>26,611</b>	<b>20,377</b>	<b>21,198</b>	<b>701</b>	<b>21,899</b>
<b>Tangible Capital Assets</b>					
New	11	-	-	205	205
Replacement	835	726	933	-	933
<b>Total Tangible Capital Assets</b>	<b>846</b>	<b>726</b>	<b>933</b>	<b>205</b>	<b>1,138</b>
<b>Total Expenses</b>	<b>27,457</b>	<b>21,103</b>	<b>22,131</b>	<b>906</b>	<b>23,037</b>
<b>Revenues</b>					
Prov. Subsidy - Youth in Policing Initiative	(308)	(308)	(310)	-	(310)
Fees Charged to Other Services	(36)	(16)	(20)	-	(20)
<b>Total Revenues</b>	<b>(344)</b>	<b>(324)</b>	<b>(330)</b>	<b>-</b>	<b>(330)</b>
<b>Net Program Expenses</b>	<b>27,113</b>	<b>20,779</b>	<b>21,801</b>	<b>906</b>	<b>22,707</b>

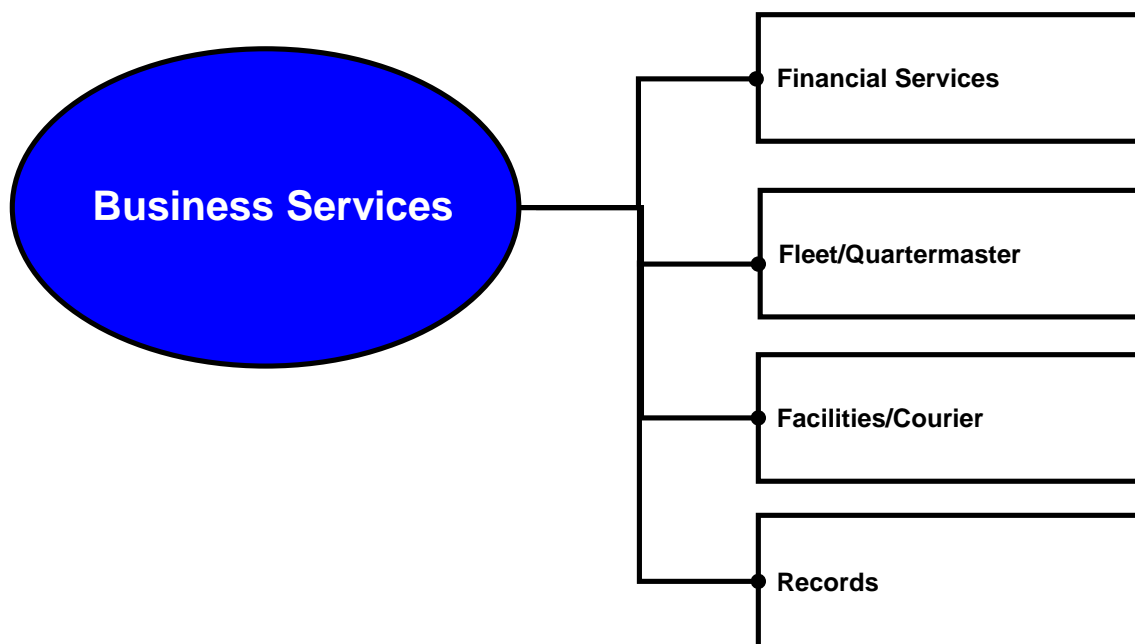
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	22,707
Less: Tangible Capital Assets	(1,138)
Net Operating Program Expenses Per Program Summary	<u>21,569</u>



**2018 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure)**

**Cost of Policing**

- ◆ The citizens of Durham Region have a safe community in which to live and work at a cost that is competitive with similar communities in Ontario.
- ◆ Our people ensure that front-line police have the resources they need to maintain community safety by providing management and decision-making in Fleet, Quartermaster, Facilities, Courier, Financial Services and Records.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Long term capital planning, annual budgeting, monthly financial reporting and spending control, payroll services, internal controls, cash receipts and disbursements, grant applications, Paid Duties, and False Alarm Management.
- ◆ Provision of a Records Management System and appropriate personnel to ensure the Service complies with investigative requirements as well as Federal and Provincial legislative standards.
- ◆ Provision of Information Services to ensure the Service meets its obligations under Information/Privacy legislation and CPIC By-laws.
- ◆ Acquisition, management and disposal of vehicles including regular maintenance and fuel procurement.
- ◆ Acquisition and distribution of police uniforms, equipment and supplies.
- ◆ Building planning, acquisition and maintenance.
- ◆ Internal mail delivery and supplies delivery.

**PROGRAM 7  
BUSINESS SERVICES**



**2018 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 1 Civilian Director (in Executive Budget), 4 Civilian Managers, 70 Civilians. (Total Staff: 74)
- ◆ Fleet: 5 Marked Patrol (available to lend to divisions), 1 Marked Other (Truck), 16 Unmarked (6 Cars and 10 Trucks/Vans), 1 Trailer
- ◆ Financial Information Management Systems Software provided by Region, Fleet Management software, Computer Aided Design software for Facilities, SentryFile for electronic file storage.

**Performance Measurements**

**Performance Outcomes:**

**Cost of Policing**

These functions are benchmarked against other police services in order to improve efficiency and effectiveness.

**Budgeted Fleet Operating Costs**

	2017	2018
Kilometres	8,522,653	8,862,179
Fuel \$/km	\$ 0.2134	\$ 0.1953
Mtce \$/km	\$ 0.1359	\$ 0.1557
Combined	\$ 0.3493	\$ 0.3510

**Budgeted Facilities Operating Costs**

	2017	2018
Rent \$/sq Ft	\$ 9.26	\$ 9.23
Janitorial \$/sq Ft	\$ 2.27	\$ 2.31
Maintenance \$/sq Ft	\$ 4.60	\$ 4.93
Utilities \$/sq Ft	\$ 4.85	\$ 4.69

	Projected			
Cost of Policing (OMBI)	2015	2016	2017	2018
Net Budget Cost per Capita	\$259 / 2nd	\$260 / 2nd	\$261	\$264
			Lowest 50%	Lowest 50%

**PROGRAM 7  
BUSINESS SERVICES**



**2018 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	8,913	9,036	9,287	168	9,455
Personnel Related	806	622	758	-	758
Communications	127	131	137	-	137
Supplies	140	140	140	-	140
Utilities	1,419	1,618	1,558	-	1,558
Computer Maintenance & Operations	15	13	15	-	15
Materials & Services	194	196	193	-	193
Buildings & Grounds Operations	1,764	1,848	2,021	-	2,021
Equipment Maintenance & Repairs	10	10	11	-	11
Vehicle Operations	2,978	3,528	3,751	-	3,751
Professional Services	309	134	137	-	137
Contracted Services	769	782	794	-	794
Leased Facilities Expenses	1,060	1,083	1,080	-	1,080
Financial Expenses	1,758	1,758	1,787	-	1,787
Major Repairs & Renovations	35	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>20,297</b>	<b>20,899</b>	<b>21,669</b>	<b>168</b>	<b>21,837</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Finance - Financial Application Services Charge	196	196	197	-	197
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>196</b>	<b>196</b>	<b>197</b>	<b>-</b>	<b>197</b>
<b>Gross Operating Expenses</b>	<b>20,493</b>	<b>21,095</b>	<b>21,866</b>	<b>168</b>	<b>22,034</b>
<b>Tangible Capital Assets</b>					
New	2	-	-	-	-
Replacement	2,331	2,221	2,109	100	2,209
<b>Total Tangible Capital Assets</b>	<b>2,333</b>	<b>2,221</b>	<b>2,109</b>	<b>100</b>	<b>2,209</b>
<b>Total Expenses</b>	<b>22,826</b>	<b>23,316</b>	<b>23,975</b>	<b>268</b>	<b>24,243</b>

**PROGRAM 7  
BUSINESS SERVICES**



**2018 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Revenues</b>					
Pay Duty Wages	(916)	(796)	(934)	-	(934)
Pay Duty Admin Fees	(185)	(159)	(187)	-	(187)
Pay Duty Cruiser Fees	(265)	(251)	(342)	-	(342)
False Alarm Fees	(535)	(535)	(657)	-	(657)
Criminal Information Requests	(1,794)	(1,794)	(1,550)	-	(1,550)
Incident and Accident Requests	(110)	(110)	(114)	-	(114)
Other Revenues	(384)	(353)	(336)	-	(336)
<b>Total Revenues</b>	<b>(4,189)</b>	<b>(3,998)</b>	<b>(4,120)</b>	<b>-</b>	<b>(4,120)</b>
<b>Net Program Expenses</b>	<b>18,637</b>	<b>19,318</b>	<b>19,855</b>	<b>268</b>	<b>20,123</b>

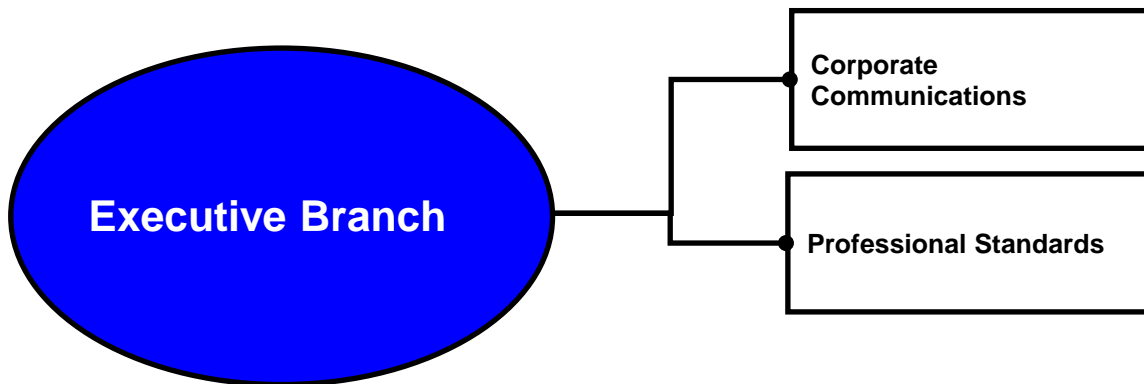
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	20,123
Less: Tangible Capital Assets	<u>(2,209)</u>
Net Operating Program Expenses Per Program Summary	<u><u>17,914</u></u>



**2018 Program Detail**

**Durham Regional Police  
Service**



**Description of Program Activities (Means to Achieving Ends)**

- ◆ Develop and implement creative strategies to improve the effective and efficient provision of service throughout the region. Document and disseminate those strategies for internal and external use. Measure actual versus planned outcomes, ensure the support functions for operational success are effective. Maintain a productive working relationship with Region staff.
- ◆ Regularly report to the Police Services Board for sharing of information on regular police service operations and status.
- ◆ Regularly meet with Senior Command officers and Unit Leaders to ensure that the operation of the Police Service is being conducted in accordance with the Police Services Act.
- ◆ Ensure that proper performance objectives are developed to consider factors such as, costs of operation, crime analysis and trends, calls for service analysis and trends, as well as social, demographic, and economic factors.
- ◆ Director of Corporate Communications provides independent advice to the Chief and the Board on public relations issues.
- ◆ Improvement to the use of information technology and systems to share information with other agencies, organizations and community groups.
- ◆ Development of practices to reduce the administrative workload of front-line officers.
- ◆ Develop and maintain the Staffing and Facilities plans to ensure resources are available to meet the objectives of the Adequacy Standards Regulations.
- ◆ Professional Standards investigates public complaints and internal discipline matters.





**2018 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ The Executive Branch consists of the Offices of the Chief and Deputy Chiefs of Police, Chief Administrative Officer, Offices of the Superintendents (Community Policing; Crime Management; Patrol Operations; Operational Support), Business Services Director and Corporate Communications Director
- ◆ Human Resources: Chief Constable, 2 Deputy Chiefs, 5 Superintendents, 1 CAO, 2 Civilian Directors, 1 Inspector, 1 Staff Sergeant, 7 Sergeant, 1 Constable, 8 Civilians; (Total Staff: 29)
- ◆ Fleet: 4 Unmarked Trucks

**Performance Measurements**

- ◆ The Executive Branch is judged on the ability of the Police Service to meet the Board Ends within the financial resources available and subject to the requirements and objectives of the Police Services Act and the Adequacy Standards Regulations.

**PROGRAM 8  
EXECUTIVE BRANCH**



**2018 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	5,257	5,295	5,137	(301)	4,836
Personnel Related	98	108	105	(10)	95
Communications	100	132	108	-	108
Supplies	102	100	92	-	92
Vehicle Operations	33	32	32	-	32
Professional Services	257	127	125	-	125
<b>Gross Operating Expenses</b>	<b>5,847</b>	<b>5,794</b>	<b>5,599</b>	<b>(311)</b>	<b>5,288</b>
<b>Revenues</b>					
Prov. Subsidy - One Time	(74)	-	-	-	-
<b>Total Revenues</b>	<b>(74)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>5,773</b>	<b>5,794</b>	<b>5,599</b>	<b>(311)</b>	<b>5,288</b>



**2018 Program Detail**

**Durham Regional Police  
Service**

**Police Services Board**

**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ The Board is the Civilian trustee of the public interest as it pertains to police services in the community.
- ◆ The Police Services Act legislates that there shall be a Police Services Board for every municipality that maintains a police service.
- ◆ The Board's mandate is legislated by Section 31 of the Police Services Act and can be encapsulated as being responsible for the provision of adequate and effective police services in the Municipality.

**Description of Program Activities (Means to Achieving Ends)**

The Board is the governing authority of the Durham Regional Police Service.

Among its legislated responsibilities are:

- ◆ Hiring the Chief of Police and Deputy Chiefs,
- ◆ Establishing, consultatively, objectives, priorities and business plans,
- ◆ Monitoring the Chief's performance as well as that of the Service, and as employer, establishing contracts with the two bargaining agencies regarding compensation and working conditions.

**Description of Program Resources**

- ◆ 7 appointed Board Members; 1 Executive Director, 1 Administrative Assistant

**Performance Measurements**

- ◆ 1. Consultative development of Business Plan objectives.
- ◆ 2. Policy framework that establishes expectations for organizational performance.
- ◆ 3. Effective monitoring of organizational performance.
- ◆ 4. Effective stewardship of human and financial resources.
- ◆ 5. The cost of governance and oversight regarding the Board's responsibility for Board and Police Service regulatory compliance in 2018 is estimated to be \$569,000.

**PROGRAM 9  
POLICE SERVICES BOARD**



**2018 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	337	337	344	-	344
Personnel Related	48	48	47	-	47
Communications	3	3	2	-	2
Supplies	34	34	33	-	33
Professional Services	144	144	144	-	144
<b>Net Program Expenses</b>	<b>566</b>	<b>566</b>	<b>570</b>	<b>-</b>	<b>570</b>

**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Department's Share of Net Program Expenses</b>	<b>1,596</b>	<b>1,612</b>	<b>1,643</b>	<b>-</b>	<b>1,643</b>

**PROGRAM 11  
CONTRIBUTION TO THE HELICOPTER RESERVE**



**2018 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contribution to the Helicopter Reserve	150	150	150	-	150
<b>Net Program Expenses</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>-</b>	<b>150</b>



**2018 Program Detail**

**Durham Regional Police  
Service**

**Debt Service**

**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ To identify and quantify any and all Debt Servicing costs for the Police Service for the funding of Capital projects.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Maintaining and recording schedules of debt over the term of any debentures that exist for the funding of Police projects.

**Statement of Criteria**

**Replacements:**

- ◆ Adding new debt to budgets as approved through the Police Services Board and Regional Council with the assistance of the Regional Finance unit, which is responsible for all borrowing.
- ◆ Ensuring annual budgets are representative of the current debt repayment costs.



**2018 Program Detail**

**Durham Regional Police  
Service**

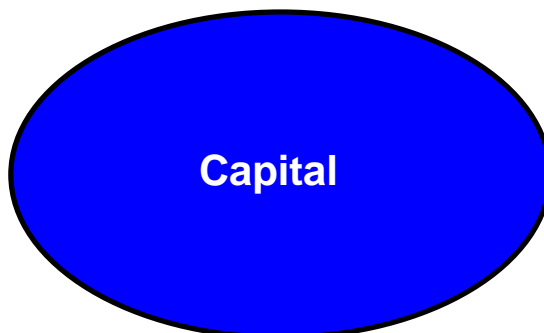
<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Debt Charges	11,500	11,500	11,500	-	11,500
<b>Net Program Expenses</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>-</b>	<b>11,500</b>





**2018 Program Detail**

**Durham Regional Police  
Service**



**Purpose(Primary Board End or Outcome and Performance Measure)**

**Cost of Policing**

- ◆ The purpose of the capital acquisition program is to provide adequate work space and equipment to allow members to carry out their assigned functions effectively and efficiently.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Apply objective asset replacement and acquisition criteria which optimize operational effectiveness and economic efficiency.

**Statement of Criteria**

**Replacements**

- ◆ Automobiles: Marked Patrol replaced at the earlier of 5 years of service or 160,000 to 200,000 KM driven; Unmarked replaced at the earlier of 7 years or 160,000 to 200,000 KM driven.
- ◆ Trucks: Replaced at the earlier of 10 years of service or 300,000 KM driven.
- ◆ Computer Equipment: Desktop computers after 7 years of service. Patrol vehicle computers after 4 years of service. Large system servers after 4 to 5 years. Laptop computers - 7 year replacement cycle.
- ◆ Intelligence Equipment: Replaced after 6 years of service.
- ◆ Building Components: Replacement and repairs schedule based on engineer's condition surveys.
- ◆ Furniture: When worn or inadequate.
- ◆ Operational Police Equipment: As needed based on wear and tear or technical obsolescence.
- ◆ Additions: Are approved based on business cases to support new staff or programs.

**Detailed cost of Program:**

	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Community Policing	-	-	-	-	-
Crime Management	214	214	213	13	226
Patrol Operations	60	60	67	-	67
Operational Support					-
Administrative Support	846	726	933	205	1,138
Business Services	2,333	2,221	2,109	100	2,209
Executive Branch	-	-	-	-	-
<b>Gross Cost</b>	<b>3,453</b>	<b>3,221</b>	<b>3,322</b>	<b>318</b>	<b>3,640</b>

**PROGRAM 13  
TANGIBLE CAPITAL ASSETS - NEW**



**2018 Program Detail**

**Durham Regional Police  
Service**

Description	Qty	Unit Cost \$	Total \$
<b><u>6-Administrative Support</u></b>			
1     Conducted energy weapon	100	1,919	191,902
2     Desktop computer	2	1,100	2,200
3     Radios	2	5,500	11,000
			<u>205,102</u>
			<u><u>205,102</u></u>

**PROGRAM 13**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Durham Regional Police  
Service**

Description	Qty	Unit Cost \$	Total \$
<b><u>2-Crime Management</u></b>			
1 Forensic laptop	2	4,500	9,000
2 Forensic desktop computer	3	4,500	13,500
3 Imaging device	1	4,000	4,000
4 Forensic computer monitor	3	800	2,400
5 Video editing kit	1	6,800	6,800
6 Forensic camera	12	1,100	13,198
7 Laptop	4	1,800	7,200
8 Scanner	2	600	1,200
9 Data backup device	1	3,800	3,800
10 Covert equipment	3	14,133	42,400
11 Probes	4	7,925	31,700
12 Tracking kits	7	5,429	38,000
13 Audio interception module	2	1,400	2,800
14 Electronic alarm intrusion tool	1	50,000	50,000
			225,998
<b><u>3-Patrol Operations</u></b>			
15 Explosive device prevention radio	1	10,525	10,525
16 Speed measuring device	16	3,525	56,400
			66,925
<b><u>6-Administrative Support</u></b>			
18 Conducted energy weapon	40	1,919	76,761
19 Rifle	4	1,700	6,800
20 Pistol	5	650	3,250
21 Pistol sight	200	120	24,000
22 Desktop computers	150	1,100	165,000
23 Patrol car laptop	31	4,759	147,519
24 CCTV camera	30	1,534	46,021
25 Server	1	132,000	132,000
26 Laptop computers	15	1,800	27,000
27 Network switch	7	4,342	30,393
28 Phone	80	442	35,344
29 Modems	10	868	8,683
30 Private branch exchange	1	180,000	180,000
31 Replacement computer parts	1	50,000	50,000
			932,771

**PROGRAM 13  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Durham Regional Police  
Service**

Description	Qty	Unit Cost \$	Total \$
<b><u>7-Business Services</u></b>			
32 Marked patrol	31	36,758	1,139,493
33 Unmarked sedan	4	28,976	115,904
34 Unmarked vans	6	29,115	174,689
35 Unmarked truck	2	28,379	56,758
36 Unmarked SUV	2	26,427	52,853
37 Other (Marked Bicycles, Speedboards)	12	2,865	34,374
38 Fitness equipment replacement	1	25,000	25,000
39 Furniture for unplanned breakage and replacement	1	60,000	60,000
40 Chair replacement program (approx. 75)	1	35,000	35,000
41 Building maintenance fund	1	515,250	515,250
			<u>2,209,321</u>
<b>Total TCA Replacement Items Per Program Summary</b>			<b>\$3,435,015</b>

**The NextGen TCA Is Funded from Partner Share Revenues**

**5-Next Gen (Included on Program Detail page)**

17 UPS site and battery replacement	6	24,937	149,621
			<u>149,621</u>
<b>Total TCA Replacement Items</b>			<b>\$ 3,584,636</b>



**2018 - 2027 Capital Forecast**

**Durham Regional Police Service**

**CAPITAL EXPENDITURES  
(\$000's)**

<b>EXPENDITURES:</b>	<b>Budget</b>	<b>Forecast</b>									<b>TOTAL</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2018-2027</b>
1 Clarington Police Complex Phase 2-Regional Support Centre and Centre for Investigative Excellence		\$0	\$55,000								\$55,000
2 Operations Training Centre			\$2,000	\$23,000							\$25,000
3 Facility Repairs and Renovations	\$515	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,515
4 Durham North West Seaton					\$2,500	\$27,500					\$30,000
5 North Division Expansion						\$400	\$3,000				\$3,400
6 Central East Division								\$5,000	\$45,000		\$50,000
<b>TOTAL EXPENDITURES</b>	<b>\$515</b>	<b>\$1,000</b>	<b>\$58,000</b>	<b>\$24,000</b>	<b>\$3,500</b>	<b>\$28,900</b>	<b>\$4,000</b>	<b>\$6,000</b>	<b>\$46,000</b>	<b>\$1,000</b>	<b>\$172,915</b>
Property Taxes (Facility Re/Re and FFE)	\$515	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,515
Debentures	\$0	\$0	\$57,000	\$23,000	\$2,500	\$27,900	\$3,000	\$5,000	\$45,000	\$0	\$163,400
Dev't Charges											\$0
Other(Surplus)											\$0
<b>TOTAL FINANCING</b>	<b>\$515</b>	<b>\$1,000</b>	<b>\$58,000</b>	<b>\$24,000</b>	<b>\$3,500</b>	<b>\$28,900</b>	<b>\$4,000</b>	<b>\$6,000</b>	<b>\$46,000</b>	<b>\$1,000</b>	<b>\$172,915</b>



**NEED/EXPLANATION OF PROJECT**

1	Clarington Police Complex Phase 2 (Regional Support Centre and Centre for Investigative Excellence)	Phase 2 consists of the Regional Support Centre and the Centre for Investigative Excellence. It will be located at the intersection of Highway 2 and Maple Grove Road in Clarington with the existing East Division and Forensic Investigation Facility which opened in 2016. The space plans are based on estimates of future staffing and functional needs to ensure that the buildings are sufficiently sized for a building life of 30 to 40 years.
	Regional Support Centre	To house Tactical Support Unit, Canine Unit, Evidence and Property, Fleet, Quartermaster, and Facilities which are currently in rented facilities in Courtice and Tactical Support now located in the basement of Central East(Oshawa) Division. These permanent functions will be more economically housed in a regionally-owned facility rather than in rented facilities over the long term.
	Where is this function currently housed?	19 Courtice Court, Courtice in 23,505 sf. and Central East Division(Tactical Support Unit).
	Why is the current facility inadequate?	Size is inadequate, poorly laid out and long term leased facilities are less economic than owned facilities.
	Centre for Investigative Excellence Campus - Crime Management	This building will provide a central location for the majority of the functions of the Crime Management Branch which are now located in a number of separate facilities throughout the Region. The current space plan includes Homicide, Fraud, Robbery, Sexual Assault, Vulnerable Persons, Warrant Liaison and Polygraph.
	Where is this function currently housed?	Crime Management Branch units are currently housed in several locations in our facilities.
2	Why is the current facility inadequate?	Housing the functions together will provide operational benefits as well as a long-term location as planned growth occurs. This building was part of the original concept for the site which now houses the Central West(Whitby) Division, the Operations Training Centre and the Regional Paramedic Services Headquarters at 4060 Anderson Street.
	Operations Training Centre Phase 2	The Operations Training Centre Phase 2 will be located beside the Operations Training Centre at 4060 Anderson Street Whitby. It will contain the functions now housed at the Police Education and Innovation Centre in leased space at Durham College. That lease will expire January 20, 2022.
	Where is this function currently housed?	Durham College in leased space.
	Why is the current facility inadequate?	In the longer term the college may need the space for it's own students and administration. It is also cramped and distant from the range which is where the firearms training is done.
3	Facility Repairs	2018 Projects: Building automation system replacements and access control replacement at West Division. 2019 Projects: West Division access control, Central East generator replacement. 2020 Projects: West Division paving, access control.
4	Durham North West Seaton	The growth in the north west part of the Region including Seaton is expected to necessitate a replacement for the West Division which serves that area. In 2016 the Region procured a 10.7 acre site located at the northeast corner of Sideline 20 and Whitevale Road for this Division. At present this land is not serviced.
5	North Division Expansion	Facilities and North Division will establish a long term spatial analysis needs analysis to determine expansion requirements.
6	Central East Division	This building is now 45 years old and has an expected life of 50 years. Planning to find a suitable piece of land and to construct a replacement building should begin at this time.
	Financing Sources	Region Finance makes the specific funding decisions on a case by case basis. The general policy is to fund capital projects with operating funds from property taxes, capital reserves, development charges and debentures in that order. Development Charges revenue may not be used in the year they are earned, but only in subsequent years. Development charges earned in future years may be allocated to the Clarington Complex. The funding source used for the Police Capital Reserve ended in 2013. Debentures are typically approved and issued at or soon after the contract award stage.
	Basis of Cost Estimates	Design and Project Management Fees are 9 to 14% of construction cost. Construction costs are based on recent actual costs and independent cost estimates of approximately \$575 psf.

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>DURHAM REGION TRANSIT</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>STRATEGIC PLANNING .....</b>	<b>1120</b>
<b>PROGRAM SUMMARY .....</b>	<b>1122</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>1124</b>
<b>PROGRAM DETAILS</b>	
<b>Expenditure Programs</b>	
1. Administration .....	1128
2. Operations .....	1131
3. Maintenance – Equipment .....	1136
4. Specialized Service .....	1140
5. Northern Service .....	1144
6. Facilities Management .....	1147
7. Debt Service .....	1149
8. Headquarters Shared Cost .....	1150
9. Bus Rapid Transit .....	1152
10. Tangible Capital Assets - New .....	1154
11. Tangible Capital Assets - Replacement .....	1155
Capital Forecast – Buses and Facilities .....	1156
<b>ROUTE MAPS .....</b>	<b>1157</b>



2018 Business Plan

Durham Region  
Transit

Major Services & Activities

Ridership

- ◆ Drive initiatives that show value, including community reach-out and incentive initiatives.
- ◆ Enhance customers' experience:
  - when planning trips, by improving wayfinding (website, information, infoposts)
  - when accessing stops, by improving the bus stop environment (hard surfacing, shelters, garbage containers)
  - when waiting for the bus, by increasing on-time performance.
  - once on board, through customer service excellence training and the implementation of high-order transit
- ◆ Articulate service plans for growth and innovative service delivery, aligned on the approved Service Strategy.

Operational Effectiveness

- ◆ Refine the asset plan for future growth and requirements for a new indoor bus garage.
- ◆ Replace buses and shape the composition of the fleet.
- ◆ Refine Durham Region Transit's (DRT's) ways for safety, service availability and internal communications.

Financial Sustainability

- ◆ Long term business planning, including asset management.
- ◆ Continuing to leverage external funding opportunities.
- ◆ Growing fare revenues.





**2018 Business Plan**

**Durham Region  
Transit**

**The following information highlights the Department's focus on the Durham Region Strategic Plan:**

**Strategic Goal B.1 - Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Provide quality transit alternatives for healthy lifestyles.</li> </ul>	

**Strategic Goal C.3 - Ensure that Regional transportation infrastructure is functional, integrated, reliable and barrier-free to support the movement of residents to work, school and local services.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop strategies to implement the objectives outlined in the Transportation Master Plan and the Transit Service Strategy.</li> </ul>	

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>A.1</b>	Propel the business and investment climate forward in Durham Region to enable more local employment.	
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

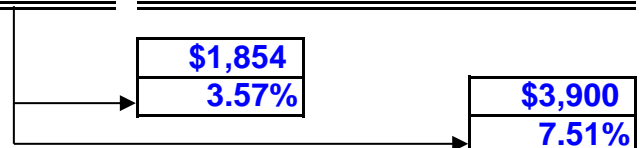


### 2018 Business Plan

### Durham Region Transit

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	11,147	11,128	11,467	643	12,110
2 Operations	38,714	38,060	40,135	1,181	41,316
3 Maintenance - Equipment	19,188	20,027	20,224	765	20,989
4 Specialized Service	5,735	6,287	6,441	154	6,595
5 Northern Service	1,118	1,199	1,556	-	1,556
6 Facilities Management	1,685	2,021	2,227	(73)	2,154
7 Debt Service	1,037	1,037	1,036	-	1,036
8 Headquarters Shared Cost	68	68	62	7	69
<b>Operating Subtotal</b>	<b>78,692</b>	<b>79,827</b>	<b>83,148</b>	<b>2,677</b>	<b>85,825</b>
9 Bus Rapid Transit	152	154	157	-	157
<b>Tangible Capital Assets:</b>					
10 New	1,282	1,282	-	1,259	1,259
11 Replacement	38	38	19	-	19
<b>Tangible Capital Assets Subtotal</b>	<b>1,320</b>	<b>1,320</b>	<b>19</b>	<b>1,259</b>	<b>1,278</b>
<b>Total Program Expenses</b>	<b>80,164</b>	<b>81,301</b>	<b>83,324</b>	<b>3,936</b>	<b>87,260</b>
<b>Revenue Programs</b>					
Fares	(20,548)	(21,318)	(21,487)	(211)	(21,698)
U-Pass	(5,377)	(5,240)	(5,240)	(458)	(5,698)
Provincial Gas Tax	(1,611)	(1,611)	(1,611)	(400)	(2,011)
Advertising	(850)	(850)	(850)	(821)	(1,671)
Other	(41)	(32)	(32)	-	(32)
ODSP Discount Pass	(350)	(350)	(350)	-	(350)
<b>Total Revenue Programs</b>	<b>(28,777)</b>	<b>(29,401)</b>	<b>(29,570)</b>	<b>(1,890)</b>	<b>(31,460)</b>
<b>Net Program Expenses</b>	<b>51,387</b>	<b>51,900</b>	<b>53,754</b>	<b>2,046</b>	<b>55,800</b>

Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2018 Business Plan

### Durham Region Transit

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	2,103	Economic increases
Salaries & Benefits	135	Annualization - 2 positions
Operating Expenses	(536)	Fuel price decrease
Operating Expenses	87	Contracted Services
Operating Expenses	16	Inflationary increases
Operating Expenses	(6)	Headquarters shared cost
Minor Assets & Equipment/Major Repairs & Renovations	(59)	Remove one-time items
Operating Expenses	1,354	Annualization - 2017 route adjustments
Facilities	230	Annualization of new Raleigh facility
Tangible Capital Assets - New/Replacement	(1,301)	Remove one-time items
Fare Revenue	(169)	Annualization - 2017 route adjustments
	1,854	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Durham Region Transit

(\$,000's)

#### Administration

<ul style="list-style-type: none"> <li>◆ New Position: 1 Communication and Social Media Coordinator, effective July 1, 2018, to improve responsiveness to increasing volume of inquiries and customer communication needs, and strengthen DRT's capacity to develop and launch communication initiatives. (Annualized cost is \$140k)</li> <li>◆ New Position: 1 Planning Assistant, effective July 1, 2018, to support Service Planning, in the context of the Region's growth, in the timely review of development applications, service design along transit corridors and passenger amenity upgrades. (Annualized cost is \$106k)</li> <li>◆ Position Reclassification: Upgrade Manager of Business Support to Deputy General Manager, Business Services to reflect added responsibilities in leading the enhancement of DRT capabilities in analytics, training and transit technology solutions.</li> <li>◆ Defer the hiring of the Analytics Program Manager position that was approved in 2017 budget to July 1, 2018.</li> <li>◆ Increase in Reception, Promotion and Special Events for new Ridership Improvement Initiatives with the objective of further increasing ridership.</li> <li>◆ Increase in Hardware-Software Maintenance costs: including development and maintenance of a new DRT website (\$60k), partially offset by removal of old Sharepoint software (-\$30k), new INIT maintenance for items coming out of warranty (\$100k) and other related costs (\$39k).</li> <li>◆ Increase in Presto transaction fees to reflect new agreement.</li> <li>◆ Other various adjustments based on historical actuals and forecasted requirements.</li> </ul>	<p>70</p> <p>53</p> <p>16</p> <p>(69)</p> <p>50</p> <p>169</p> <p>311</p> <p>43</p> <hr style="border: 0.5px solid black;"/> <p>643</p>
--	---

#### Operations

<ul style="list-style-type: none"> <li>◆ New Position: 1 Transit Supervisor, effective July 1, 2018 to support and improve DRT's responsiveness to customer needs and service delivery issues. (Annualized cost \$128k).</li> <li>◆ New Positions: 7 Conventional Operators, effective July 1, 2018, as part of the service plan adjustments as detailed in Table 1 below. (Annualized cost is \$660k)</li> <li>◆ Decrease in Part Time Salary and Benefits (-\$44k) and increase in Overtime (\$32k) and Statutory Holiday Premiums (\$9k) for service plan adjustments as detailed in Table 1 below.</li> <li>◆ Decrease in Part Time Salaries and Benefits to align with projected actuals and forecasted requirements.</li> <li>◆ Increase in Overtime for coverage due to long-term employee absences (\$111k) and increased coverage requirements resulting from vacation and sick leave provisions in Bill 148 Fair Work Places, Better Jobs Act (\$70k).</li> <li>◆ Decrease in Statutory Holiday Premiums based on projected actuals and forecasted requirements.</li> </ul>	<p>64</p> <p>330</p> <p>(3)</p> <p>(58)</p> <p>181</p> <p>(32)</p>
---	--

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Durham Region Transit

(\$,000's)

#### Operations (Continued)

<ul style="list-style-type: none"> <li>◆ Increase in Uniforms and Protective Clothing based on safety enhancements (visibility) and collective agreement provisions. <span style="float: right;">20</span></li> <li>◆ Increase in Service Contract due to service plan adjustments as detailed in Table 1 below. <span style="float: right;">68</span></li> <li>◆ Decrease in GO Local Fare Agreement to align with actual boardings. <span style="float: right;">(29)</span></li> <li>◆ Increase in Route Maintenance to reflect historical actuals. <span style="float: right;">464</span></li> <li>◆ Increase in Route Maintenance for shelter cleaning, which was previously provided under the shelter advertising contract. <span style="float: right;">140</span></li> <li>◆ Increase in Property Rental for a downtown Oshawa crew room (\$20k), operational parking requirements (\$6k) in Pickering, and washroom facility in Whitby (\$4k). <span style="float: right;">30</span></li> <li>◆ Increases in Car Allowance (\$3k) and Equipment Rental (\$3k) based on projected actuals and forecasted requirements. <span style="float: right;">6</span></li> </ul>	<b>1,181</b>
---	--------------

Table 1

<b><u>Summary of 2018 Service Plan Adjustments (\$,000's)</u></b>				
	<b><u>DRT West</u></b>	<b><u>DRT Central</u></b>	<b><u>DRT East</u></b>	<b><u>Total</u></b>
<b><u>Operations</u></b>				
Full time Operators				
Wages & Benefits	189		141	<b>330</b>
Part time Operators				
Wages & Benefits	(18)		(26)	<b>(44)</b>
Overtime & Premiums	20		21	<b>41</b>
Service Contract		68		<b>68</b>
<b><u>Maintenance</u></b>				
Overtime & Premiums	10		11	<b>21</b>
Fuel	36	20	33	<b>89</b>
Auto Materials & Supplies	52	1	46	<b>99</b>
<b>Total Expenses</b>	<b>289</b>	<b>89</b>	<b>226</b>	<b>604</b>
Farebox Revenue	(53)	(13)	(38)	<b>(104)</b>
<b>Net Cost</b>	<b>236</b>	<b>76</b>	<b>188</b>	<b>500</b>

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Durham Region Transit

(\$,000's)

#### Maintenance - Equipment

◆ Position Transfer: 1 Janitor transferred from Facilities Management, effective January 1, 2018 (\$85k) and related reclassification to Storeperson (\$8k).	93
◆ Increase in Overtime for service plan adjustments as detailed in Table 1 above.	21
◆ Increase in Fuel for service plan adjustments as detailed in Table 1 above.	89
◆ Increase in Auto Materials and Supplies for service plan adjustments as detailed in Table 1 above.	99
◆ Minor Assets & Equipment including High Lift Wheel Dolly (\$9k), 10 Ton Bumper Lift (\$8k), Electric Impact Guns (\$8k), and Manuals (\$2k).	27
◆ Increase in Major Renovations - Building for interior and exterior painting at Westney facility.	40
◆ Increase for major engine and part replacement.	400
◆ Various adjustments based on projected actuals and forecasted requirements.	(4)
	765

#### Specialized Service

◆ Increase in Part Time and Reliefs resulting from increased coverage for vacation.	119
◆ Various adjustments to Statutory Holiday Premium and Overtime to align with projected actuals and forecasted requirements.	(17)
◆ Increase in Uniforms and Protective Clothing to align with projected actuals and collective agreement provisions.	2
◆ Increase in Contracted Taxis to respond to demand for casual trips and integrated services.	50
	154

#### Facilities Management

◆ Position Transfer: 1 Janitor transferred to Maintenance - Equipment, effective January 1, 2018.	(85)
◆ Major Building Renovations - Physical Access Security Improvements & Rekeying.	34
◆ Adjustments to various accounts to reflect historical actuals and forecasted requirements.	(22)
	(73)

#### Headquarters Shared Cost

◆ Transit's share of costs related to the operation and maintenance of Regional Headquarters.	7
	7

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Durham Region Transit

(\$,000's)

#### Tangible Capital Assets

**New:**

♦ Refer to TCA New Schedule for further details.	75
♦ Major Capital - property tax financing - see TCA New Schedule.	1,184
	1,259

#### **Total Expense Programs**

**3,936**

#### Fares

♦ Annualization of 2017 fare increase.	(80)
♦ Proposed fare increase effective May 1, 2018.	(107)
♦ Impact of shifts in customer fare media patterns.	80
♦ 2018 service plan adjustments revenue impacts as detailed in Table 1.	(104)
	(211)

#### U-Pass

♦ Annualization of 2017 U-Pass rate increase.	(164)
♦ Enrolment increase at Durham College, University of Ontario Institute of Technology, and Trent University.	(133)
♦ Rate increase to \$135 from \$127 effective September 1, 2018.	(161)
	(458)

#### Provincial Gas Tax

♦ Increase in provincial gas tax funding.	(400)
	(400)

#### Advertising

♦ Increase in Shelter Advertising revenue under new agreement (-\$408k), new Pulse advertising revenue (-\$30k), and increase in Bus Advertising (-\$10k), partially offset by decrease in Bench Advertising (\$12k).	(436)
♦ One-time revenue sharing payment under previous shelter advertising contract.	(385)
	(821)

#### **Total Revenue Programs**

**(1,890)**

**Total Program Changes 2,046**



**2018 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Administration supports the municipal service delivery and provincial reporting requirements of the Commission, plans conventional transit fixed routes and on-demand transit, provides clerical and technical support to the various internal groups at DRT and interfaces with other Region of Durham departments for corporate support services.

**Description of Program Activities:**

- ◆ Provide excellent customer service, maintain customer feedback tracking and passenger information platforms.
- ◆ Establish effective communication and customer service systems to ensure consistent practices amongst front-line personnel at multiple locations.
- ◆ Monitor performance of, and demand for, the various fixed routes and on-demand services.
- ◆ Consider the future expansion requirements of the transit network structure to address land-use development and the growing travel needs of customers.
- ◆ Review and consider enhancing services in various areas of the Region, improve service to GO rail stations, and strengthen transit hubs for easier connections and operational effectiveness.
- ◆ Evaluate the effectiveness of expanded services from and to developing communities.
- ◆ Plan and promote the Region's requirements for a transit-first community in finalizing the Seaton Implementation Plan.
- ◆ Develop, update and monitor key performance indicators reflective of service consumption and quality in relation to service guidelines.
- ◆ Continue to develop fully-accessible routes with hard-surfaced stops and shelters.
- ◆ Continue to upgrade and expand on-street infrastructure including bus stops and signage.
- ◆ Manage DRT agreements for advertising on transit shelters and on buses.
- ◆ Plan and manage the continued implementation of the PRESTO fare card system on DRT fixed-route, on-demand and specialized services.
- ◆ Manage the consistent administration and application of DRT point-of-sale cash control and record-keeping best practices.
- ◆ Monitor the use and billing of the DRT/GO Transit Local Fare agreement for GO Bus services. Continue to promote a cost-effective migration of existing GO riders to DRT cross-regional routes where more efficient services are provided by DRT.
- ◆ Meet timelines, information requirements and guidelines established by Region Council for the annual DRT Business Plan and Budget.
- ◆ Monitor Provincial Gas Tax Funding eligibility requirements and comply with reporting requirements of the Ridership Growth Plan and Asset Management Plan.
- ◆ Monitor and administer the DRT attendance management model and establish policies and promote best practices related to health and safety.





**2018 Program Detail**

**Durham Region Transit**

**2018 Service Enhancements and Efficiencies:**

- ◆ DRT service levels will be constantly monitored to evaluate route performance and take corrective action if required. Savings that are achieved through service efficiencies may be reallocated to enable modest but strategic DRT route adjustments and/or address routes operating over capacity, subject to the approval of the Transit Executive Committee, Committee of the Whole and Regional Council.
- ◆ Develop proposed Annual Service Plan to determine DRT service planning priorities.

**Description of Program Resources:**

- ◆ 2018 Full Time Staff = 38                      New Positions: 1 Communication and Social Media Coordinator; 1 Planning Assistant
- 2017 Full Time Staff = 36

**PROGRAM 1  
ADMINISTRATION**



**2018 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	4,548	4,373	4,628	71	4,699
Personnel Related	166	180	178	55	233
Communications	370	362	362	-	362
Supplies	65	76	76	-	76
Computer Maintenance & Operations	780	831	831	169	1,000
Materials & Services	222	213	213	50	263
Equipment Maintenance & Repairs	149	171	171	(14)	157
Vehicle Operations	170	171	171	1	172
Professional Services	145	218	218	-	218
Contracted Services	223	223	223	311	534
Leased Facilities Expenses	25	26	26	-	26
Year End Adjustments	44	44	44	-	44
Insurance	1,646	1,646	1,696	-	1,696
<b>Operating Expenses Subtotal</b>	<b>8,553</b>	<b>8,534</b>	<b>8,837</b>	<b>643</b>	<b>9,480</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	2,594	2,594	2,630	-	2,630
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>2,594</b>	<b>2,594</b>	<b>2,630</b>	<b>-</b>	<b>2,630</b>
<b>Gross Operating Expenses</b>	<b>11,147</b>	<b>11,128</b>	<b>11,467</b>	<b>643</b>	<b>12,110</b>



## 2018 Program Detail

## Durham Region Transit

### Purpose:

- ◆ DRT Operations manages and delivers fully accessible conventional transit fixed-route service.

### Description of Program Activities:

- ◆ Manage the delivery of safe and reliable conventional transit services for DRT's fixed routes.
- ◆ Develop and implement policies, processes and procedures that comply with the Accessibility for Ontarians with Disabilities Act (AODA) legislative requirements specific to Conventional Services providers with respect to DRT services, facilities and accommodations.
- ◆ Manage the Transit Control Centre to maintain reliable service and communications and provide consistent and coordinated response to incidents affecting transit.
- ◆ Standardize procedures and practices to ensure consistency throughout all DRT Operations.
- ◆ Monitor employee compliance with DRT Standard Operating Procedures that ensure consistent operating and customer service practices.
- ◆ Administer the attendance management program and other corporate policies and procedures that promote best practices related to organizational and employee health, safety and the environment.
- ◆ Enhance Emergency and Security Preparedness procedures and processes to ensure effective transit response to DRT and Regional safety and security incidents.
- ◆ Manage the Risk Assessment Strategy and community safety programs for DRT in consultation with other Regional departments and outside agencies.
- ◆ Manage employee development programs to ensure work performance feedback for all staff to support personal and professional development.
- ◆ Maintain annual cyclical operator training to review and discuss operational policies and procedures, customer service excellence, defensive driving and human rights and accessibility.

### Description of Program Resources:

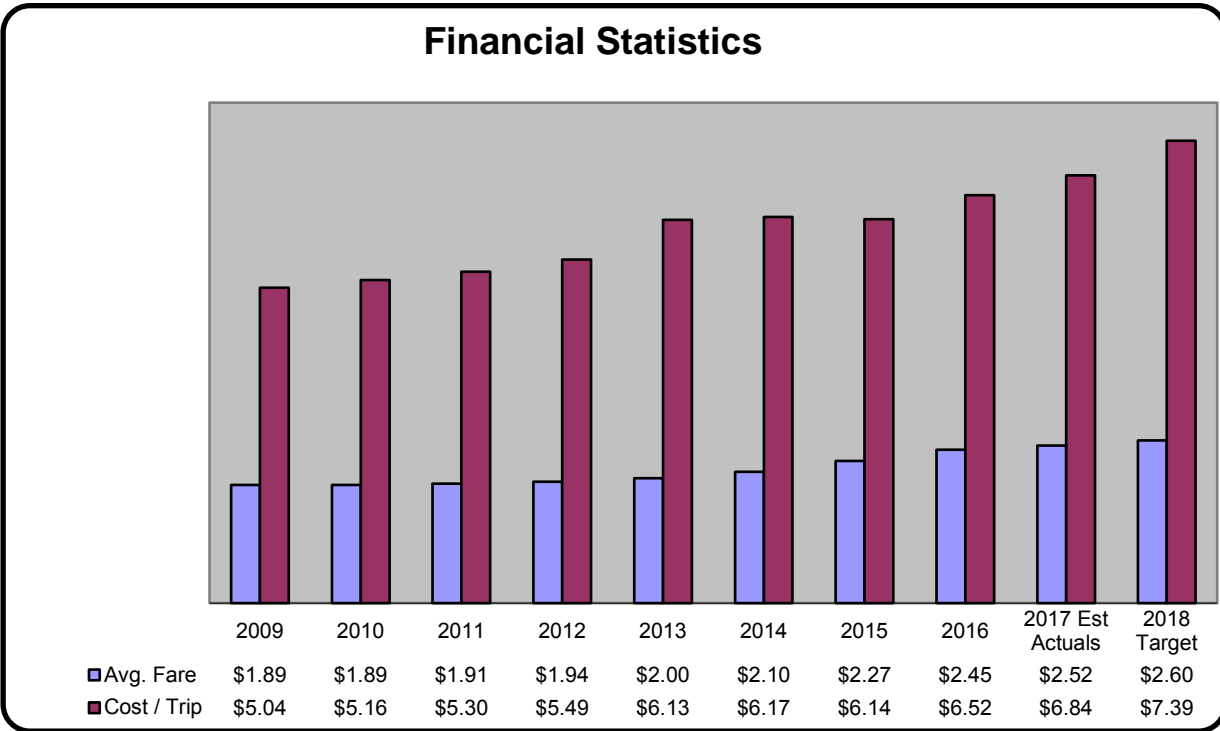
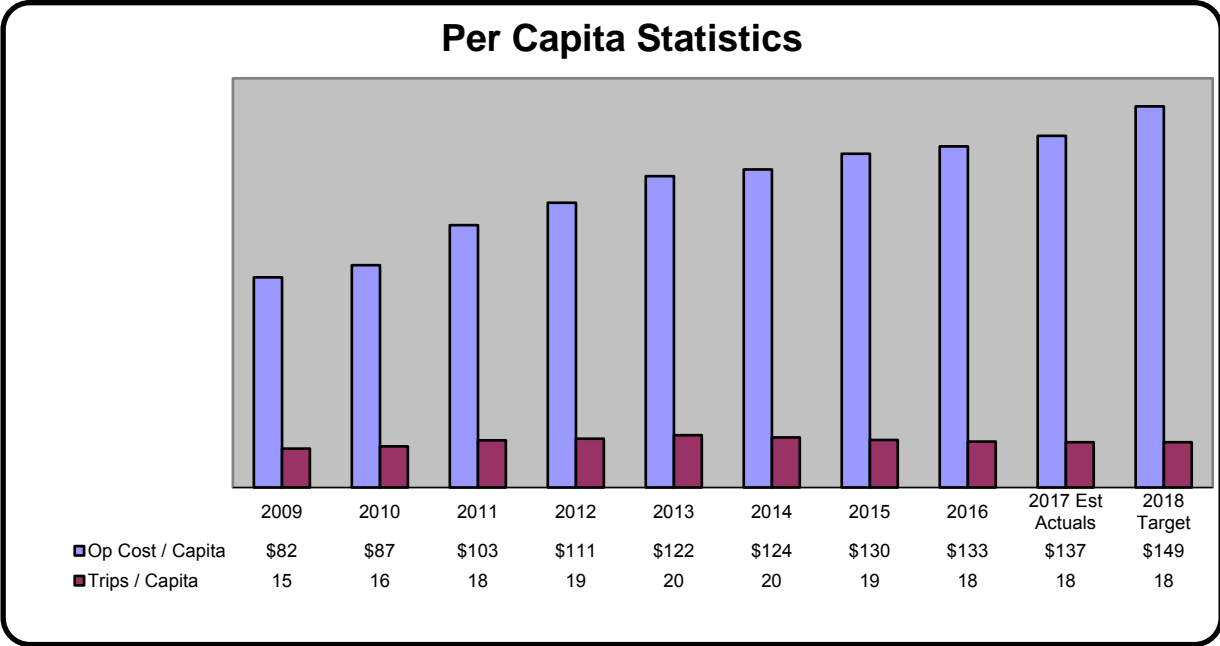
- ◆ 2018 Full Time Staff = 286                      New Positions: 1 Transit Supervisor; 7 Conventional Operators  
2017 Full Time Staff = 278



**2018 Program Detail**

**Durham Region Transit**

**Performance Measurements:**



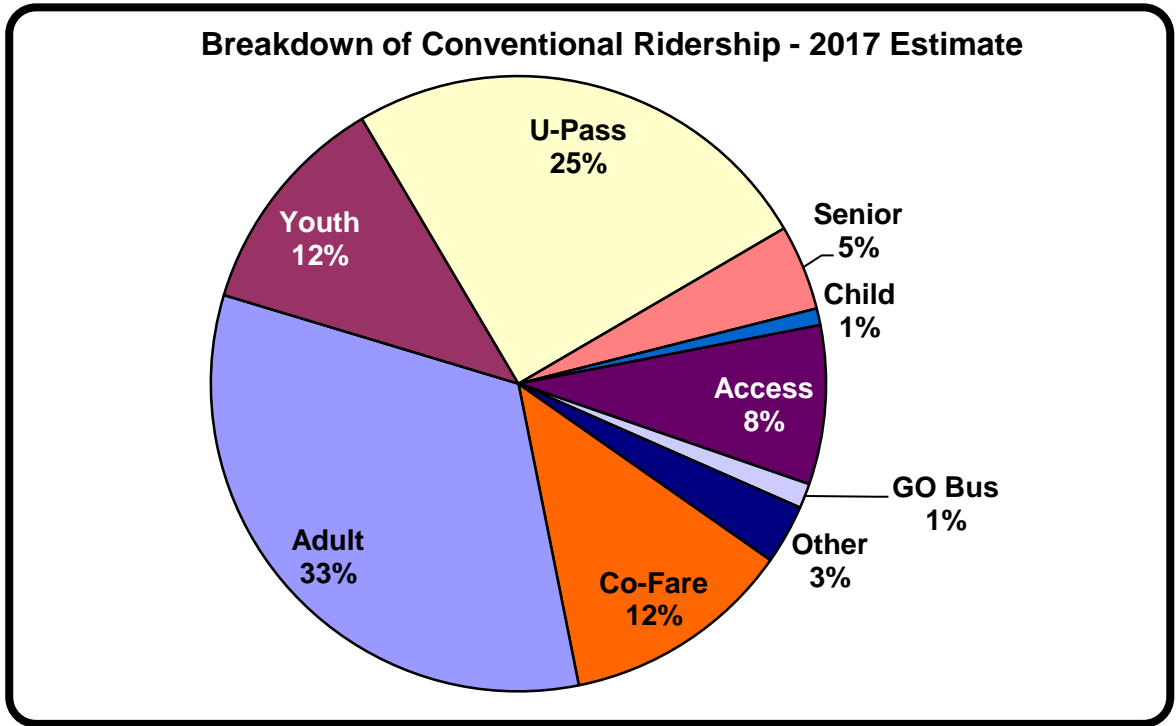
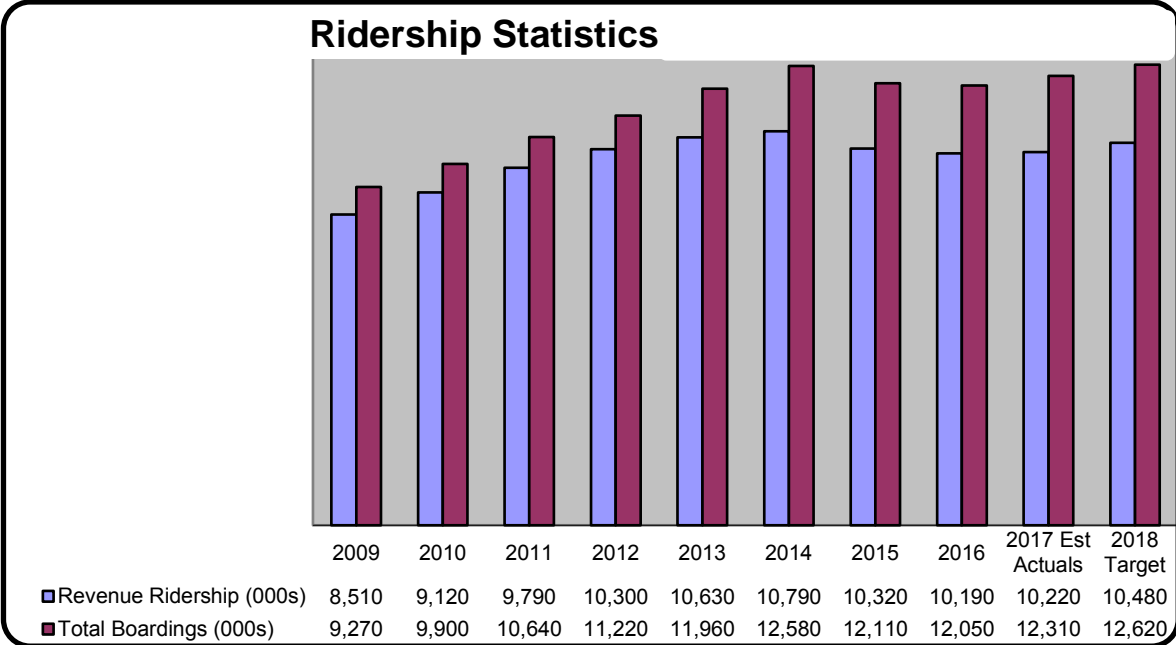
Note: Cost based on CUTA's definition for Total Operating Expense  
 Definition of a Trip - Riding one way from origin to final destination, counts as one trip, even if multiple transfers are taken.



**2018 Program Detail**

**Durham Region  
Transit**

**Performance Measurements (Continued):**

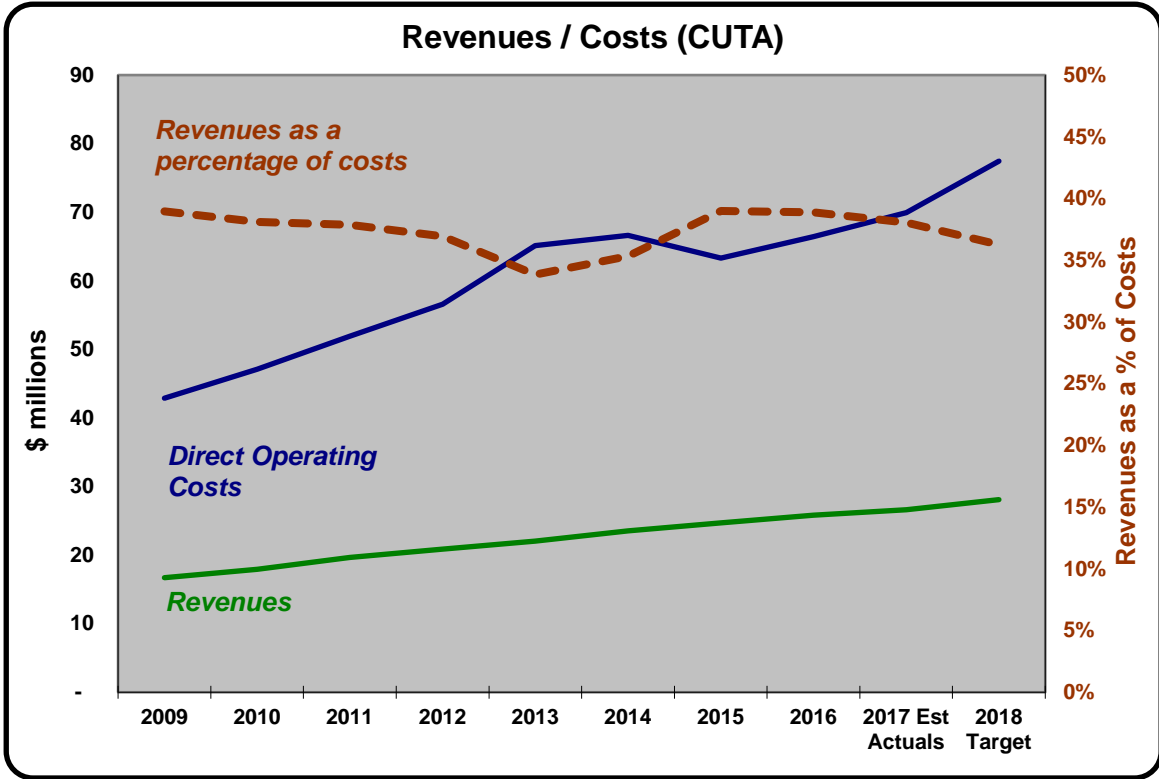




**2018 Program Detail**

**Durham Region  
Transit**

**Performance Measurements (Continued):**



**PROGRAM 2  
OPERATIONS**



**2018 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	30,192	30,262	32,107	481	32,588
Personnel Related	424	251	251	23	274
Communications	23	29	29	-	29
Equipment Maintenance & Repairs	5	4	4	4	8
Professional Services	5	11	11	-	11
Transit Bus Contracts	6,003	5,967	6,197	68	6,265
Contracted Services	2,013	1,508	1,508	575	2,083
Leased Facilities Expenses	49	28	28	30	58
<b>Gross Operating Expenses</b>	<b>38,714</b>	<b>38,060</b>	<b>40,135</b>	<b>1,181</b>	<b>41,316</b>



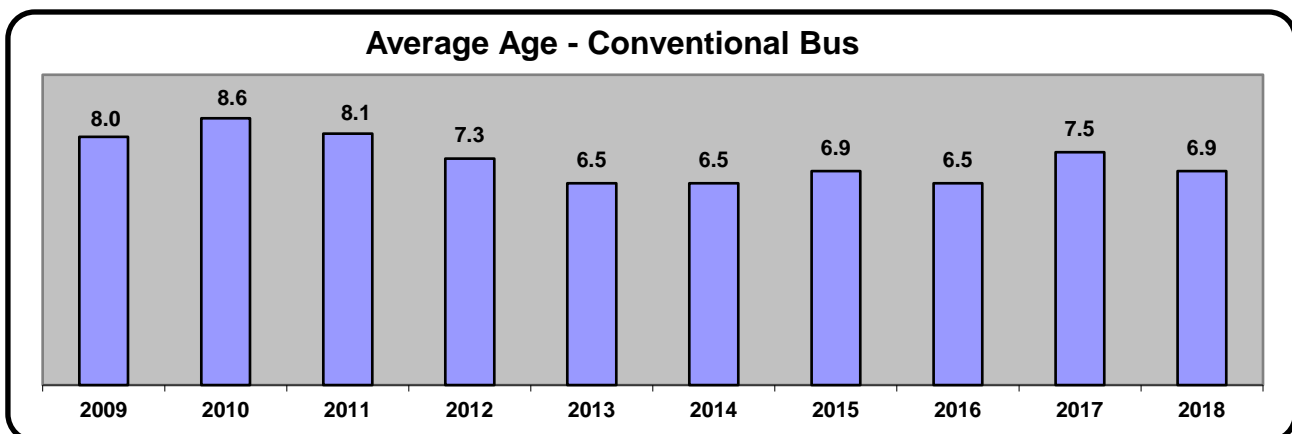
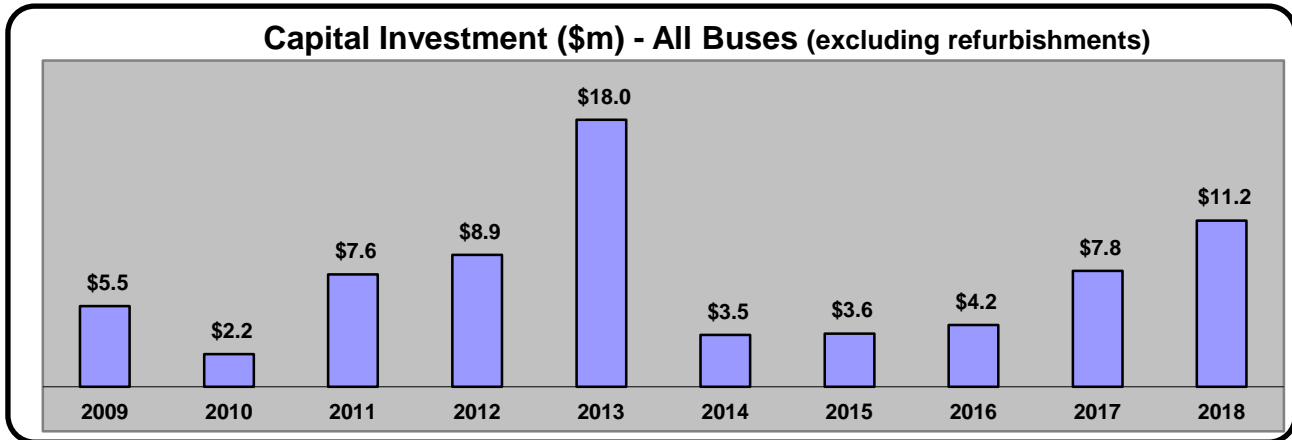
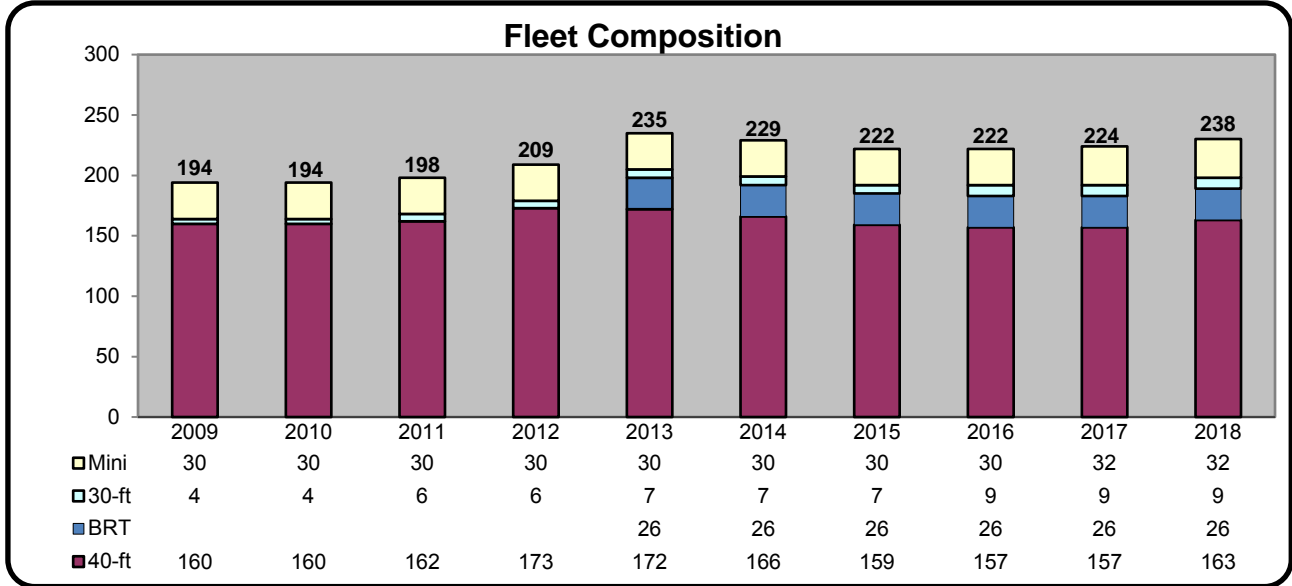




**2018 Program Detail**

**Durham Region Transit**

**Performance Measurements:**

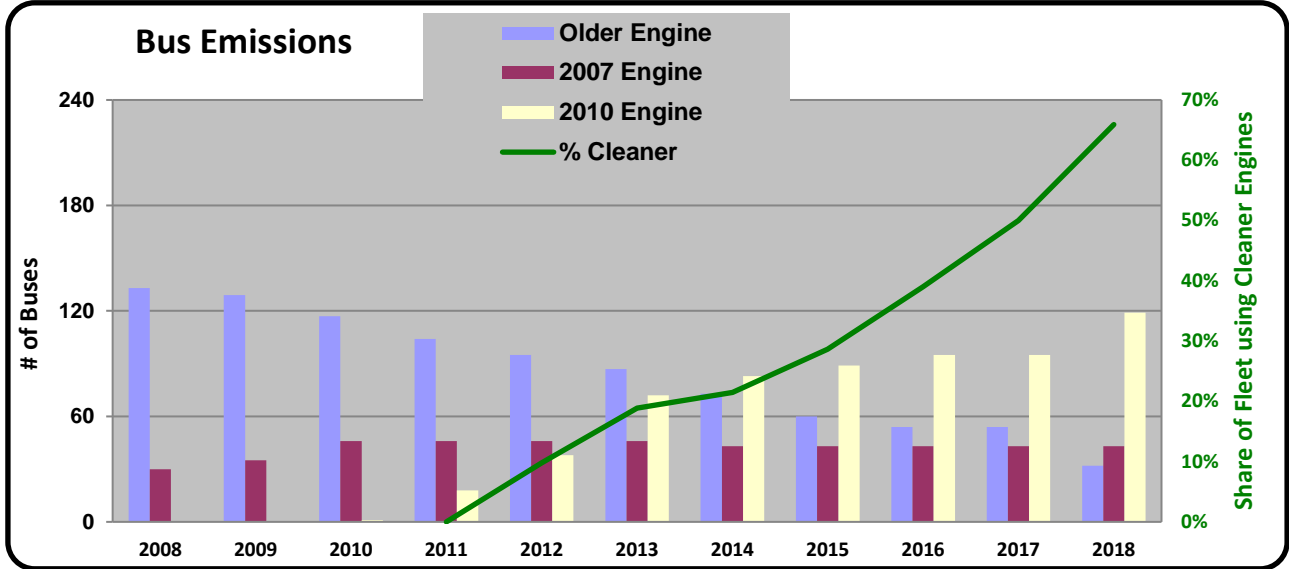




2018 Program Detail

Durham Region Transit

Performance Measurements (Continued):



**PROGRAM 3  
MAINTENANCE - EQUIPMENT**



**2018 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	7,722	7,913	8,446	102	8,548
Personnel Related	158	152	152	3	155
Supplies	3,956	3,440	3,514	99	3,613
Equipment Maintenance & Repairs	111	86	86	5	91
Vehicle Operations	6,397	7,832	7,470	89	7,559
Professional Services	15	26	26	-	26
Minor Assets & Equipment	65	70	22	27	49
Major Repairs & Renovations	764	508	508	440	948
<b>Gross Operating Expenses</b>	<b>19,188</b>	<b>20,027</b>	<b>20,224</b>	<b>765</b>	<b>20,989</b>



**2018 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Specialized Service provides demand-responsive, origin-to-destination transportation services to eligible persons with disabilities using the full range of available public transportation services.

**Description of Program Activities:**

- ◆ Develop and implement policies, processes and procedures that comply with the Accessibility for Ontarians with Disabilities Act (AODA) requirements and industry best practices specific to Specialized Services providers.
- ◆ Administer cost-effective, fair and consistent policies including trip reservation processes, and automated trip scheduling processes.
- ◆ Investigate opportunities to coordinate dispatch resources to support conventional demand-responsive services within low-demand transit areas utilizing available vehicle capacity.
- ◆ Maintain trip booking hours that meet the requirement of the integrated accessibility standard (191/11) under the AODA.
- ◆ Deliver customer service excellence, ensure all staff demonstrate care and sensitivity in meeting the needs of customers.
- ◆ On-going delivery and community outreach to expand the DRT's travel training program which enables customers to safely and confidently utilize conventional services.
- ◆ Further enhance customer mobility and travel options through enhanced coordination between Specialized and Conventional Services to plan trips for Specialized customers utilizing the full fleet of DRT accessible vehicles.
- ◆ Utilization of the automated GPS based paperless scheduling system to optimize efficiency of Specialized Service and contracted accessible taxi scheduling and improve customer service delivery performance.
- ◆ Monitor employee compliance with DRT Standard Operating Procedures to ensure consistent practices and maximum safety.
- ◆ Monitor Key Performance Indicators including cost-per-trip of both dedicated (DRT bus/operator) and non-dedicated (taxi) service.
- ◆ Manage employee development programs to ensure work performance feedback for all staff to support personal and professional development.
- ◆ Maintain annual cyclical operator training to review and discuss operational policies and procedures, customer service excellence, defensive driving and human rights and accessibility.
- ◆ Implement a revised Support Person Card and process that will ensure consistency with partner transit agencies in the Greater Toronto and Hamilton Area.
- ◆ Administer the attendance management program and other corporate policies and procedures that promote best practices related to organizational and employee health, safety and the environment.

**Description of Program Resources:**

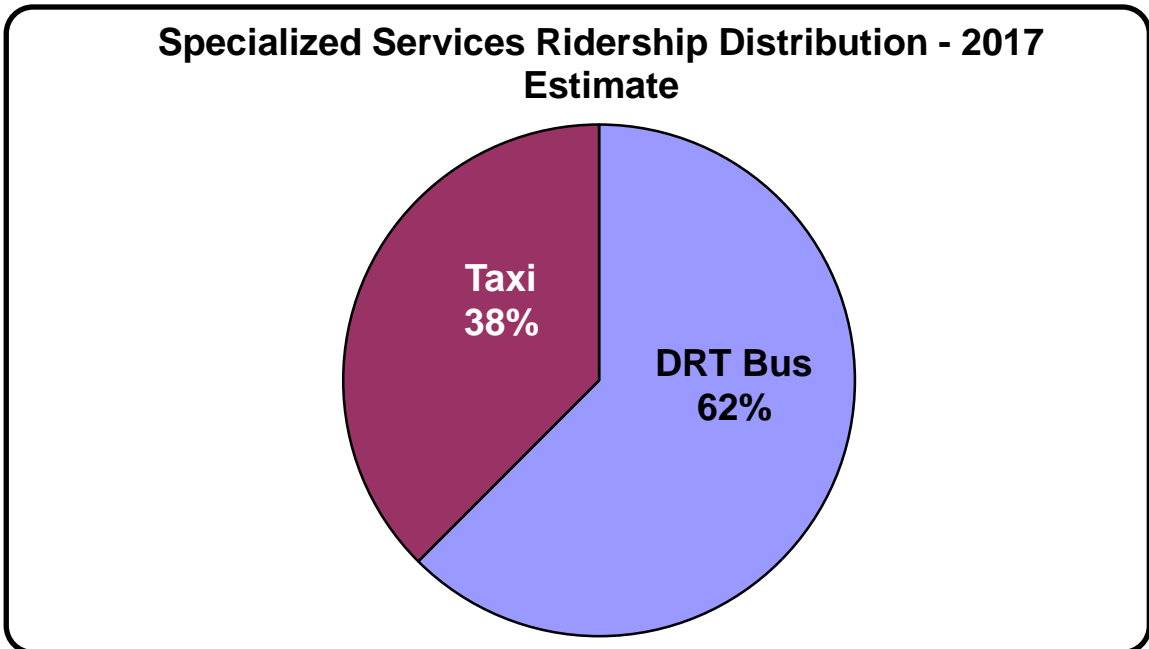
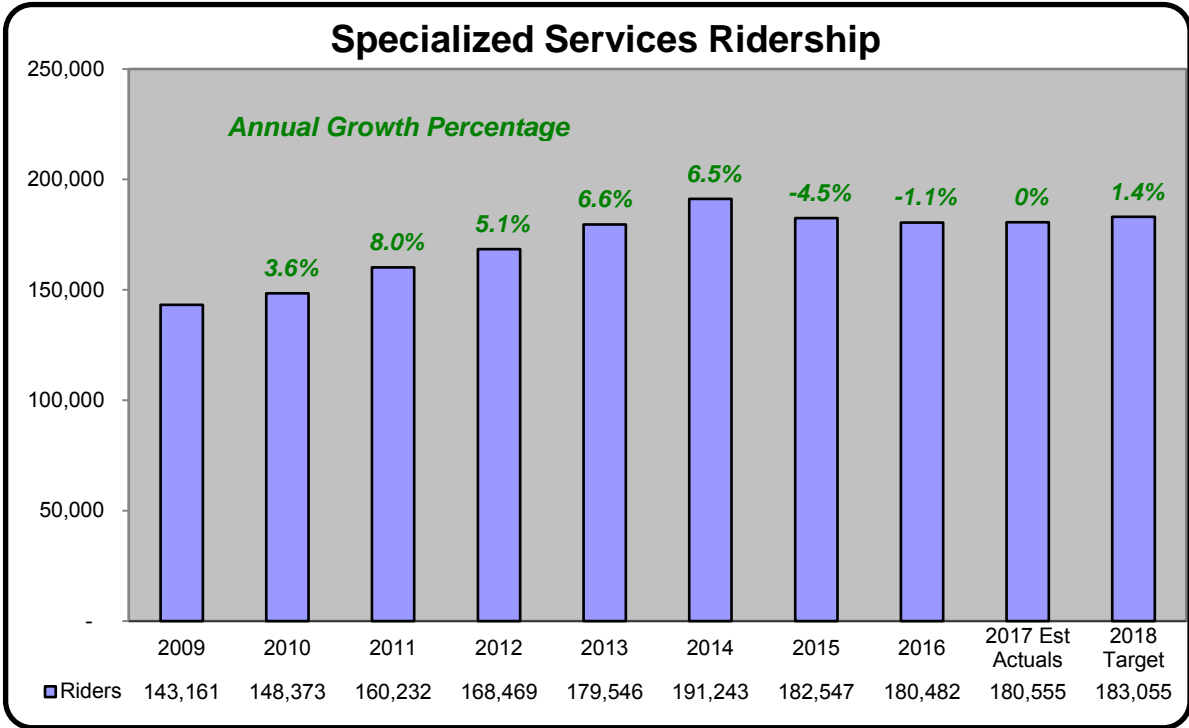
- ◆ 2018 Full Time Staff = 29  
2017 Full Time Staff = 29



**2018 Program Detail**

**Durham Region  
Transit**

**Performance Measurements:**

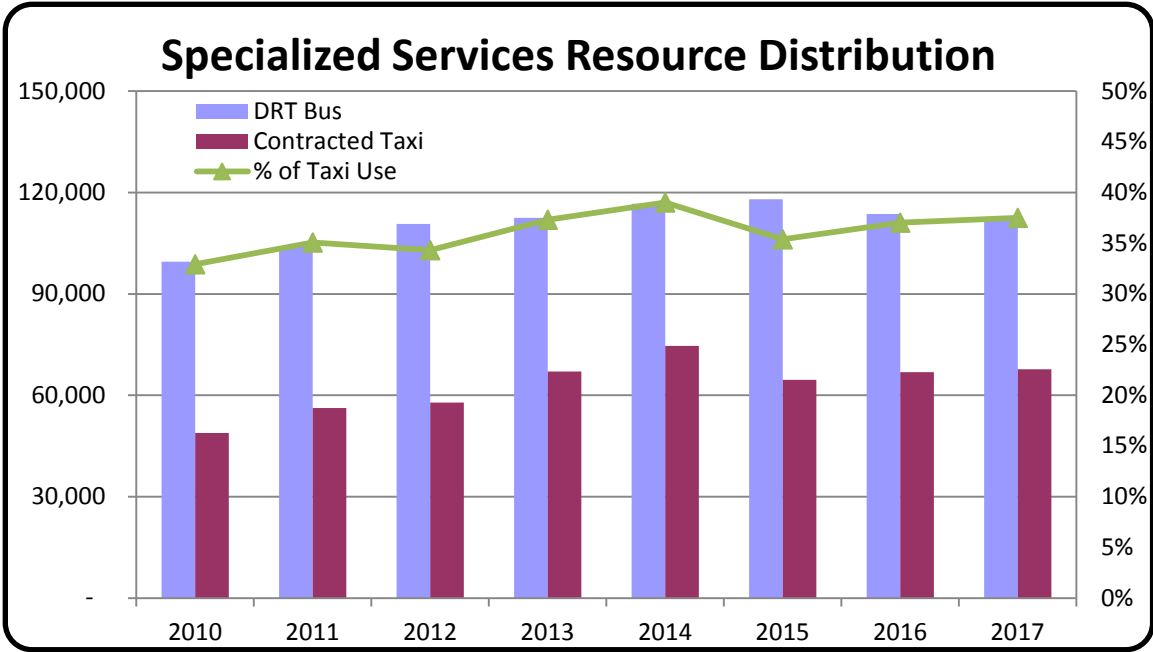




**2018 Program Detail**

**Durham Region  
Transit**

**Performance Measurements (Continued):**



**PROGRAM 4  
SPECIALIZED SERVICE**



**2018 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	3,934	4,195	4,371	102	4,473
Personnel Related	52	40	40	2	42
Communications	9	9	9	-	9
Supplies	182	203	203	-	203
Equipment Maintenance & Repairs	-	2	2	-	2
Vehicle Operations	250	362	340	-	340
Professional Services	3	7	7	-	7
Contracted Services (Taxi)	1,301	1,469	1,469	50	1,519
Minor Assets & Equipment	4	-	-	-	-
<b>Gross Operating Expenses</b>	<b>5,735</b>	<b>6,287</b>	<b>6,441</b>	<b>154</b>	<b>6,595</b>



**2018 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Operations North manages and administers Conventional and On-Demand Services in the North Durham communities of Scugog, Uxbridge, and Brock Townships.

**Description of Program Activities:**

- ◆ Administer the requirements of the contracted Conventional services to serve the North Durham communities and deliver On-Demand Services using DRT resources and contracted taxis.
- ◆ Continue to develop fully accessible transit services in North Durham through ongoing and effective communication with key stakeholders.
- ◆ Implement and monitor the Rural-North Service Strategy to enhance public transit service and connections with communities in Uxbridge, Scugog and Brock, University of Ontario Institute of Technology, Durham College and the rest of the DRT system. Integrate with the GO Transit provided complementary services and connections to York Region, Simcoe County, and City of Kawartha Lakes.
- ◆ Develop transit hub locations in Brock, Scugog and Uxbridge to include hard surface stops and shelters that support the integrated service delivery model.
- ◆ Monitor contractor compliance with DRT Standard Operating Procedures to ensure consistent customer service practices.
- ◆ Employ cost-effective service delivery methods to optimize the use of Conventional resources.
- ◆ Monitor performance of contracted transit services provided in DRT northern service areas.

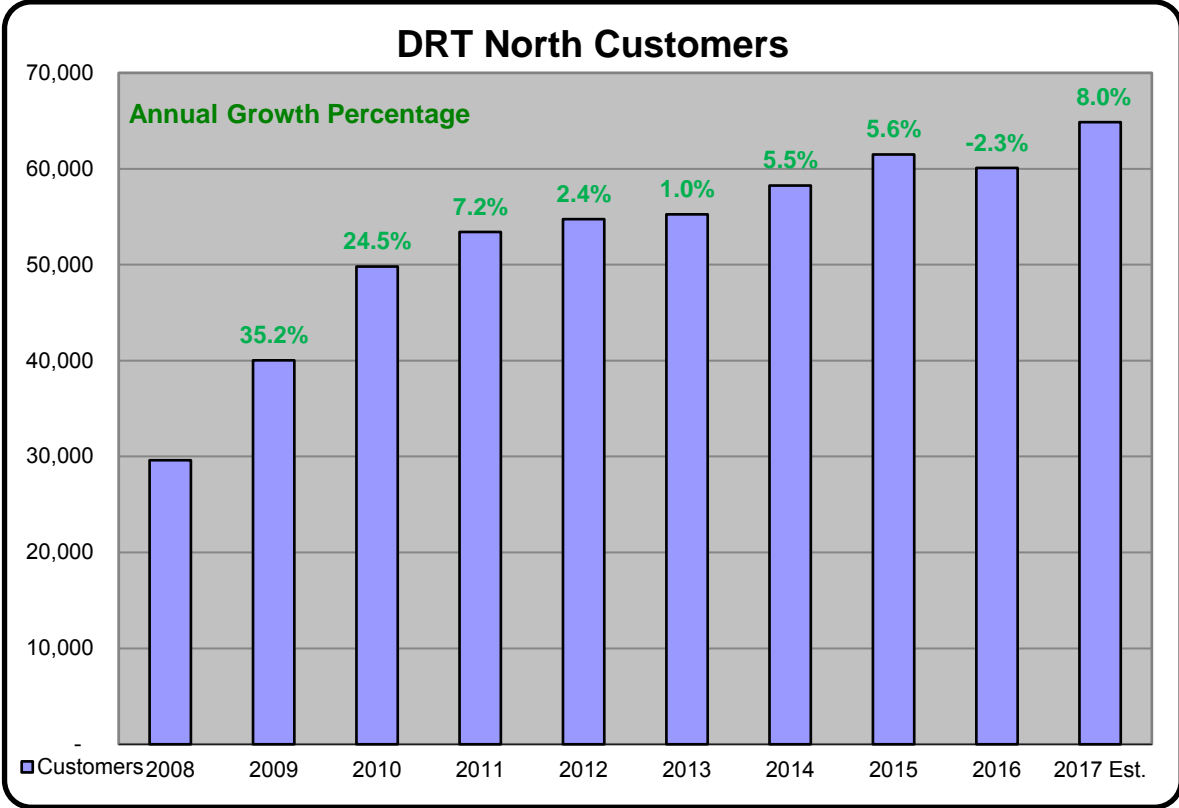




2018 Program Detail

Durham Region Transit

Performance Measurements:



\* Route #950 introduced September 2007

**PROGRAM 5  
NORTHERN SERVICE**



**2018 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	6	35	106	-	106
Supplies	11	48	123	-	123
Vehicle Operations	245	253	319	-	319
Transit Bus Contracts	856	845	955	-	955
Contracted Services (Taxi)	-	18	53	-	53
<b>Gross Operating Expenses</b>	<b>1,118</b>	<b>1,199</b>	<b>1,556</b>	<b>-</b>	<b>1,556</b>



**2018 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ Region of Durham Works Department - Facilities Management Division, external contractors and Transit Maintenance personnel provide facility maintenance and cleaning support to DRT facilities.

**Description of Program Activities:**

- ◆ Communicate with Works Facilities Management division to ensure effective preventative maintenance programs for DRT facilities.
- ◆ Work with Works Facilities Management division to ensure DRT facilities remain in a state of good repair and in compliance with applicable legislation.
- ◆ Sub-contract services that support DRT requirements for mechanical, electrical, elevator and HVAC system maintenance.

**Description of Program Resources:**

- ◆ 2018 Full Time staff = 1                      Position Transfer: 1 Janitor to Maintenance - Equipment  
2017 Full Time staff = 2

**PROGRAM 6  
FACILITIES MANAGEMENT**



**2018 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Personnel Expenses	121	169	187	(85)	102
Personnel Related	1	-	-	-	-
Supplies	33	32	33	-	33
Utilities	532	731	763	-	763
Materials & Services	47	75	87	(14)	73
Buildings & Grounds Operations	222	280	298	14	312
Equipment Maintenance & Repairs	118	176	205	(20)	185
Contracted Services	149	112	140	-	140
Leased Facilities Expenses	-	2	2	(2)	-
Property Taxes	346	331	411	-	411
Major Repairs & Renovations	12	12	-	34	34
<b>Operating Expenses Subtotal</b>	<b>1,581</b>	<b>1,920</b>	<b>2,126</b>	<b>(73)</b>	<b>2,053</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works Department Charge	104	101	101	-	101
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>104</b>	<b>101</b>	<b>101</b>	<b>-</b>	<b>101</b>
<b>Net Program Expenses</b>	<b>1,685</b>	<b>2,021</b>	<b>2,227</b>	<b>(73)</b>	<b>2,154</b>



**2018 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Debt Charges	1,037	1,037	1,036	-	1,036
<b>Net Program Expenses</b>	<b>1,037</b>	<b>1,037</b>	<b>1,036</b>	<b>-</b>	<b>1,036</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,072	1,110	1,124	31	1,155
Communications	650	500	500	150	650
Supplies	130	112	112	-	112
Utilities	1,232	1,482	1,285	-	1,285
Materials & Services	20	27	27	-	27
Buildings & Grounds Operations	869	958	1,173	11	1,184
Equipment Maintenance & Repairs	35	12	12	-	12
Professional Services	15	20	20	-	20
Contracted Services	720	744	744	-	744
Financial Expenses	173	173	176	-	176
Major Repairs & Renovations	135	135	-	125	125
Call Centre Operations	435	548	581	100	681
Front Counter Operations	288	365	394	-	394
<b>Operating Expenses Subtotal</b>	<b>5,774</b>	<b>6,186</b>	<b>6,148</b>	<b>417</b>	<b>6,565</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>381</b>	<b>382</b>	<b>392</b>	<b>-</b>	<b>392</b>
<b>Gross Operating Expenses</b>	<b>6,155</b>	<b>6,568</b>	<b>6,540</b>	<b>417</b>	<b>6,957</b>
<b>Tangible Capital Assets</b>					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution From Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
<b>Total Tangible Capital Assets</b>	<b>1,185</b>	<b>1,185</b>	<b>210</b>	<b>846</b>	<b>1,056</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2018 Program Detail**

**Durham Region Transit**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenues</b>					
Rents	(30)	(7)	(7)	(13)	(20)
<b>Total Revenues</b>	<b>(30)</b>	<b>(7)</b>	<b>(7)</b>	<b>(13)</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>11,904</b>	<b>12,340</b>	<b>11,337</b>	<b>1,250</b>	<b>12,587</b>
<b>Department's Share of Net Program Expenses</b>	<b>68</b>	<b>68</b>	<b>62</b>	<b>7</b>	<b>69</b>



**2018 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ The Rapid Transit Office (RTO) is a temporary project management office that has been established to oversee the implementation of the various Highway 2 Quick Win (Phase 1) Bus Rapid Transit (BRT) project elements, including the PULSE service. Core elements of this project include road widenings, new buses, facility expansions, smart technology and passenger amenities at bus stops. As a joint initiative of DRT and the Region's Works Department, the RTO will continue to work in consultation and coordination with other Regional Departments to complete this significant multi-year project for Durham.

**Description of Program Activities:**

- ◆ Complete BRT road construction at the Whites Road intersection.
- ◆ Continue project for the Raleigh facility and site.
- ◆ Advance and integrate deployment of smart technology, including Transit Signal Priority (TSP) along Highway 2, Computer Aided Dispatch / Automated Vehicle Location (CAD/AVL) and supporting technological features.
- ◆ Continue to liaise with consultants and contractors in completing the various project elements.
- ◆ Continue to monitor and refine the budget and schedule for the project.
- ◆ Maintain liaison with and report to Metrolinx/Province through the Project Oversight Committee, in accordance with the Contribution Agreement.
- ◆ Assist in pursuit of funding opportunities for expanding the BRT infrastructure.
- ◆ Report to Transit Executive Committee and Regional Council on critical project matters.



**PROGRAM 9  
BUS RAPID TRANSIT**



**2018 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	148	148	151	-	151
Personnel Related	2	4	4	-	4
Communications	2	1	1	-	1
Supplies	-	1	1	-	1
<b>Gross Operating Expenses</b>	<b>152</b>	<b>154</b>	<b>157</b>	<b>-</b>	<b>157</b>

**PROGRAM 10  
TANGIBLE CAPITAL ASSETS - NEW**



**2018 Program Detail**

**Durham Region Transit**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration</u></b>			
1 Specialized Desktop Computer	1	2,300	2,300
2 Tablets	2	1,400	2,800
			5,100
<b><u>Maintenance - Equipment</u></b>			
3 Desktop Computers	3	700	2,100
4 Computer Monitors	3	250	750
5 Large Parts Washer	1	22,000	22,000
6 Fuel Handle	1	13,500	13,500
7 Key Cabinet	1	10,000	10,000
8 Desktop Computer	1	700	700
9 Computer Monitors	5	250	1,250
			50,300
<b><u>Specialized Service</u></b>			
10 Desktop Computers	1	700	700
11 Computer Monitors	9	250	2,250
12 Vehicle Laptop with Hardware	1	4,000	4,000
13 Meeting Room Furniture	1	6,600	6,600
14 File Cabinets	3	2,000	6,000
			19,550
Total of Above Items			74,950
Capital Program - see separate schedule			1,184,000
			1,258,950

**PROGRAM 11  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Durham Region Transit**

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

<u>Administration</u>		\$	\$
1 Laptop Computers	6	1,500	9,000
2 Lightweight Laptop Computers	2	2,085	4,170
3 Desktop Computers	7	700	4,900
4 Computer Monitors	5	250	1,250
			<b>19,320</b>



2018 Capital Budget & 2019 to 2027 Forecast

Durham Region Transit

CAPITAL EXPENDITURES (\$000's)

**EXPENDITURES**

**GROWTH RELATED CAPITAL**

**BUSES:**

	2018		2019		2020		2021		2022		2023-2027		TOTAL	
	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
Conventional Bus Expansion BRT	-	-	-	-	-	-	-	-	-	-	29	17,400	29	17,400
Conventional Bus Expansion	4	2,272	16	9,088	18	10,224	16	9,088	18	10,224	42	23,856	114	64,752
Specialized Mini Bus Expansion	-	-	1	200	1	200	1	200	1	200	5	1,000	9	1,800
Non Revenue Service Vehicle	1	35	-	-	-	-	-	-	-	-	-	-	1	35
<b>sub-total</b>	<b>5</b>	<b>2,307</b>	<b>17</b>	<b>9,288</b>	<b>19</b>	<b>10,424</b>	<b>17</b>	<b>9,288</b>	<b>19</b>	<b>10,424</b>	<b>76</b>	<b>42,256</b>	<b>153</b>	<b>83,987</b>

**FACILITIES:**

New Indoor Bus Storage/Service Facility		4,250		-		50,500		-		-		37,300		92,050
New Facility in Seaton Phase 1		-		-		-		-		-		25,000		25,000
<b>sub-total</b>		<b>4,250</b>		<b>-</b>		<b>50,500</b>		<b>-</b>		<b>-</b>		<b>62,300</b>		<b>117,050</b>

**SYSTEMS IMPROVEMENT:**

Hard Surface Stops	25	190	50	380	50	380	50	380	50	380	250	1,900	475	3,610
Shelters	9	59	9	59	9	59	9	59	9	59	45	293	90	585
Additional PRESTO for Growth Buses	4	56	16	224	18	252	16	224	18	252	71	994	143	2,002
Additional Fareboxes/Radios For Growth Buses	4	76	16	304	18	342	16	304	18	342	71	1,349	143	2,717
Additional ITS/Annunciators for Growth Buses	4	60	16	240	18	270	16	240	18	270	71	1,065	143	2,145
Automated Q-strait	0	0	23	460	18	360	16	320	18	360	71	1,420	146	2,920
Additional PRESTO for Specialized Buses	45	90	1	2	1	2	1	2	1	2	5	10	54	108
Trapeze for Specialized Buses	-	0	1	8	1	8	1	8	1	8	5	40	9	71
Smart Technology Upgrades	-	-	-	250	-	250	-	250	-	250	-	1,250	-	2,250
<b>sub-total</b>	<b>91</b>	<b>531</b>	<b>132</b>	<b>1,926</b>	<b>133</b>	<b>1,922</b>	<b>125</b>	<b>1,786</b>	<b>133</b>	<b>1,922</b>	<b>589</b>	<b>8,320</b>	<b>1,203</b>	<b>16,408</b>

**REPLACEMENT / REHABILITATION CAPITAL**

**BUSES:**

New Conventional Bus Replacement	5	2,840	11	6,248	11	6,248	11	6,248	11	6,248	55	31,240	104	59,072
Pre Budget Approval (2017) Conventional Buses	11	5,596	-	-	-	-	-	-	-	-	-	-	11	5,596
Specialized Mini Bus Replacement	-	-	4	800	4	800	4	800	4	800	20	4,000	36	7,200
Pre Budget Approval (2017) Specialized Buses	4	493	-	-	-	-	-	-	-	-	-	-	4	493
Refurbishing of Buses (Power Train)	-	-	9	900	9	900	9	900	9	900	45	4,500	81	8,100
Service Vehicle Replacement	3	185	2	110	3	145	1	35	3	125	12	580	24	1,180
<b>sub-total</b>	<b>23</b>	<b>9,114</b>	<b>26</b>	<b>8,058</b>	<b>27</b>	<b>8,093</b>	<b>25</b>	<b>7,983</b>	<b>27</b>	<b>8,073</b>	<b>132</b>	<b>40,320</b>	<b>260</b>	<b>81,641</b>

**FACILITIES:**

Works	-	-		137	-	-	-	-	-	-	-	-	-	137
Raleigh Office Area Demolition and Rebuild	-	-	-	-	-	-	1,030	-	-	-	-	-	-	1,030
Maintenance Shop Equipment		34		66		-	12					25		137
<b>sub-total</b>		<b>34</b>		<b>203</b>		<b>-</b>	<b>1,042</b>		<b>-</b>	<b>-</b>		<b>25</b>		<b>1,304</b>

**SYSTEMS IMPROVEMENT:**

PRESTO/INIT MACD- Decommn/install	16	219	11	151	11	151	11	151	11	151	55	754	115	1,576
PRESTO Equipment Refresh/Upgrade	-	-	-	1,000	-	-	-	-	-	-	-	-	-	1,000
Smart Technology Upgrades	-	513	-	-	-	-	-	-	-	-	-	-	-	513
Bus Stop Infrastructure Requirements	-	-	-	960	-	960	-	960	-	960	-	4,800	-	8,640
Radio Transition (New Arrangement NextGen)	-	-	275	2,000	-	-	-	-	-	-	-	-	275	2,000
Advanced Fuel Mgt System	-	-	-	250	-	-	-	-	-	-	-	-	-	250
Supervisor Vehicle GPS	-	-	-	20	-	-	-	-	-	-	-	-	-	20
<b>sub-total</b>	<b>16</b>	<b>732</b>	<b>286</b>	<b>4,381</b>	<b>11</b>	<b>1,111</b>	<b>11</b>	<b>1,111</b>	<b>11</b>	<b>1,111</b>	<b>55</b>	<b>5,554</b>	<b>390</b>	<b>13,999</b>

<b>TOTAL EXPENDITURES</b>	<b>135</b>	<b>16,968</b>	<b>461</b>	<b>23,856</b>	<b>190</b>	<b>72,050</b>	<b>178</b>	<b>21,210</b>	<b>190</b>	<b>21,530</b>	<b>852</b>	<b>158,775</b>	<b>2,006</b>	<b>314,389</b>
---------------------------	------------	---------------	------------	---------------	------------	---------------	------------	---------------	------------	---------------	------------	----------------	--------------	----------------

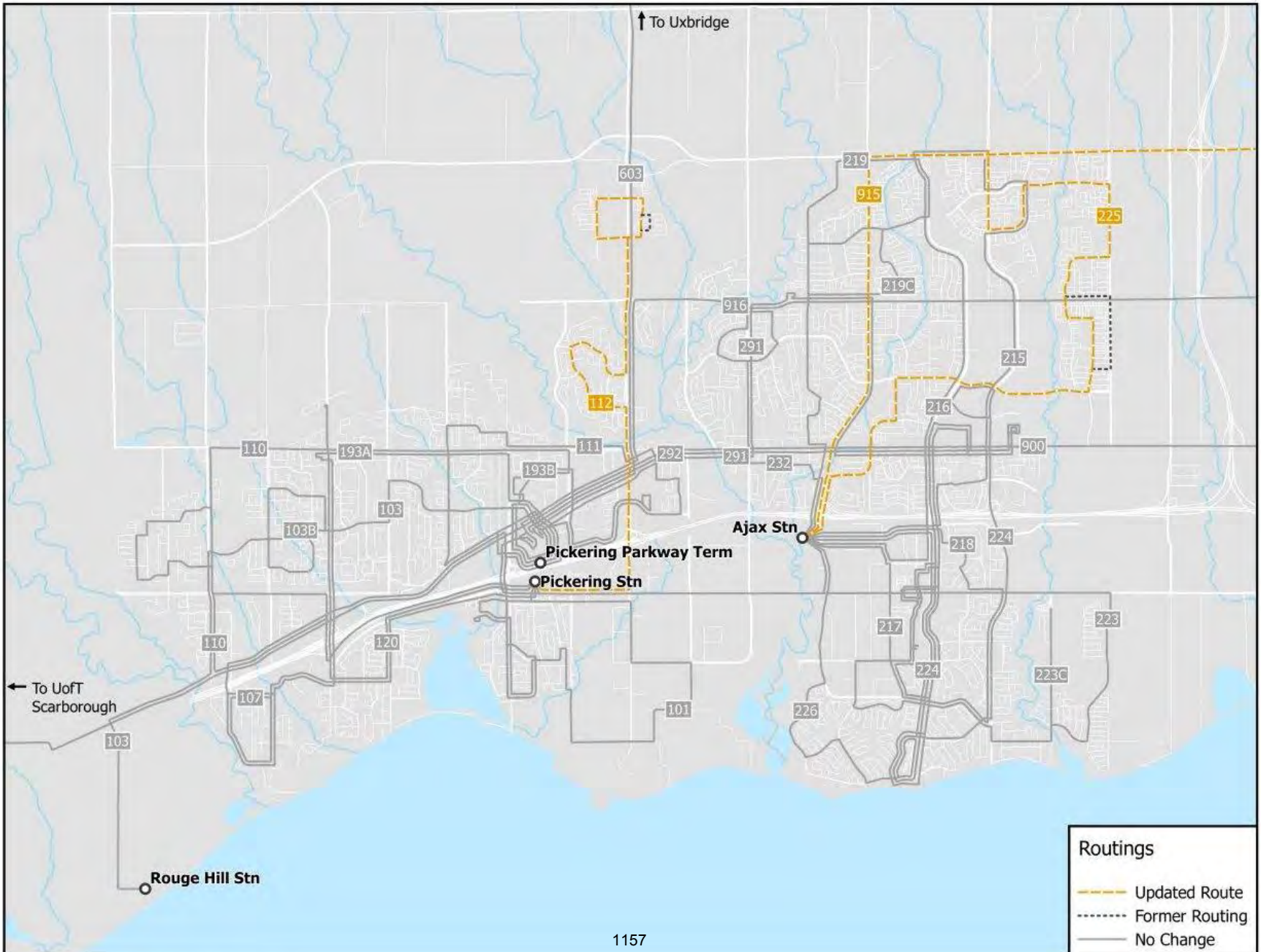
**FINANCING**

**REGULAR CAPITAL PROGRAM**

	2018	2019	2020	2021	2022	TOTAL	TOTAL
	\$	\$	\$	\$	\$	\$	\$
Property Taxes	1,184	7,132	5,056	5,581	5,036	21,589	45,577
Development Charges-Residential	3,303	5,262	5,793	5,196	5,793	23,730	49,077
Development Charges-Non Residential	1,484	2,364	2,603	2,334	2,603	10,661	22,049
Ontario Gas Tax Revenue	6,665	9,099	8,099	8,099	8,099	40,494	80,553
Debentures	1,288	-	50,500	-	-	62,300	114,088
Other (Public Transit Infrastructure Fund)	3,045	-	-	-	-	-	3,045
<b>TOTAL FINANCING</b>	<b>16,968</b>	<b>-</b>	<b>23,856</b>	<b>-</b>	<b>21,210</b>	<b>21,530</b>	<b>314,389</b>

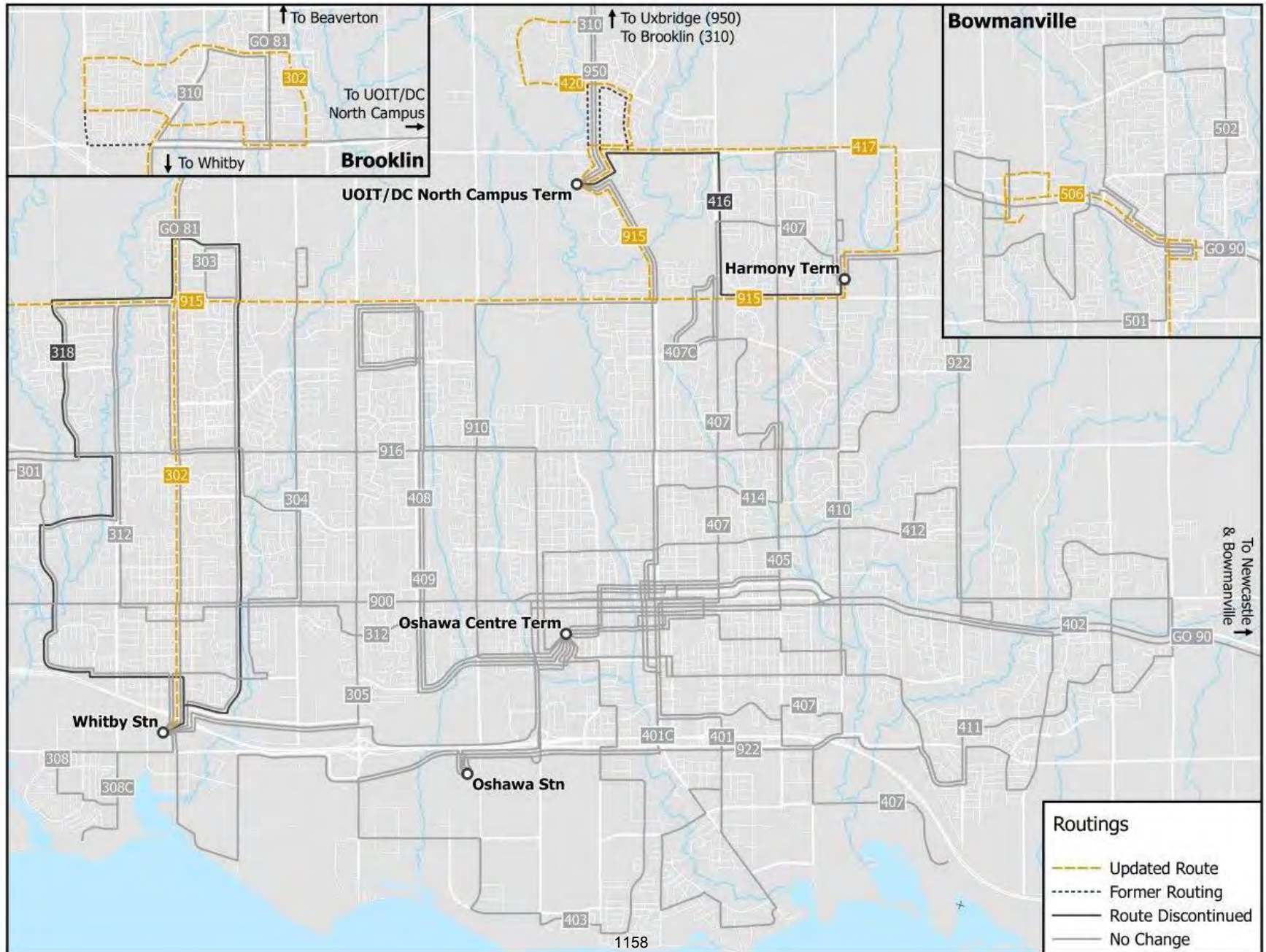
\* Totals may not add due to rounding

# 2018 Proposed New and Revised Route Changes West Durham



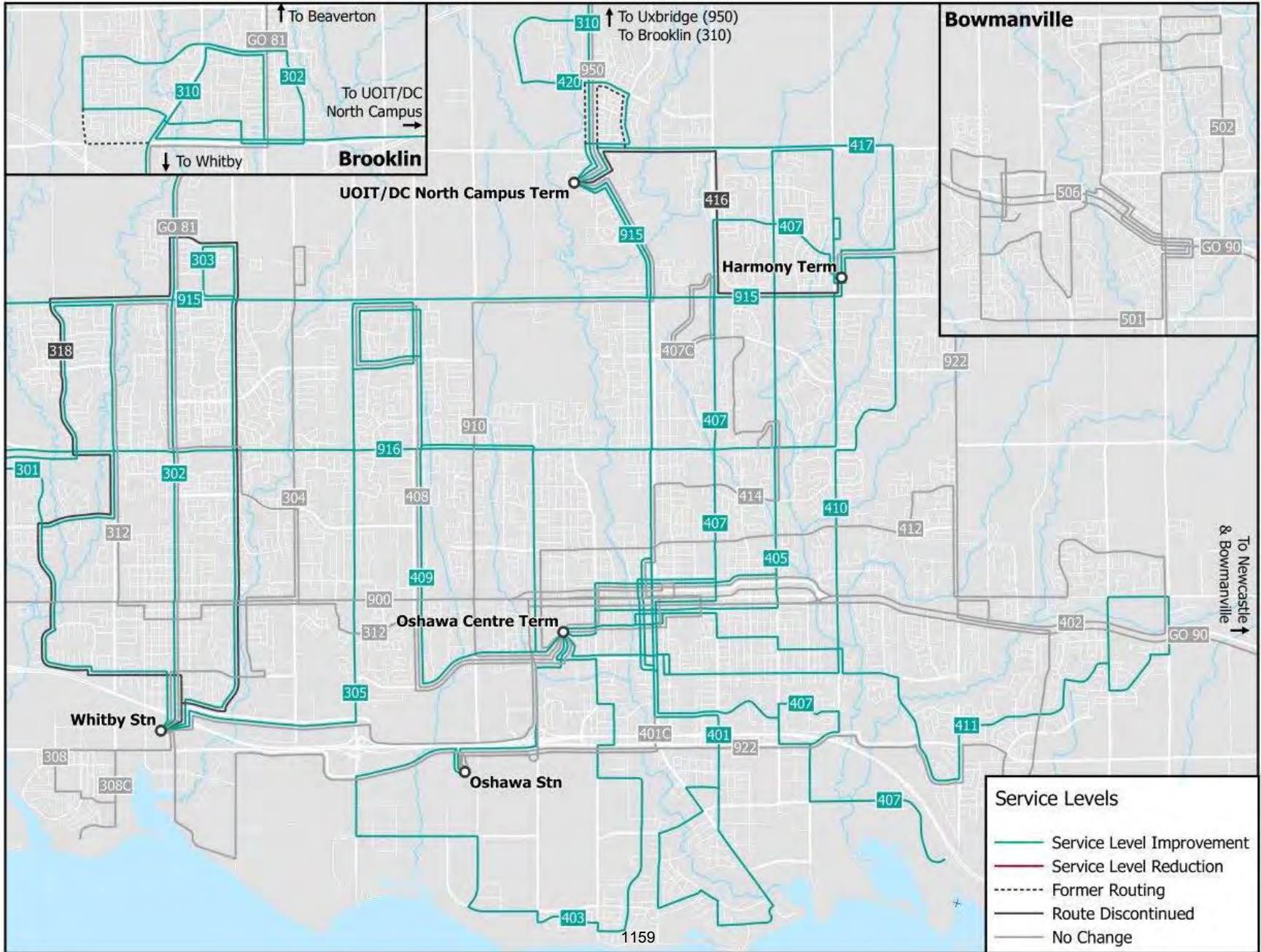
# 2018 Proposed New and Revised Route Changes

## East Durham

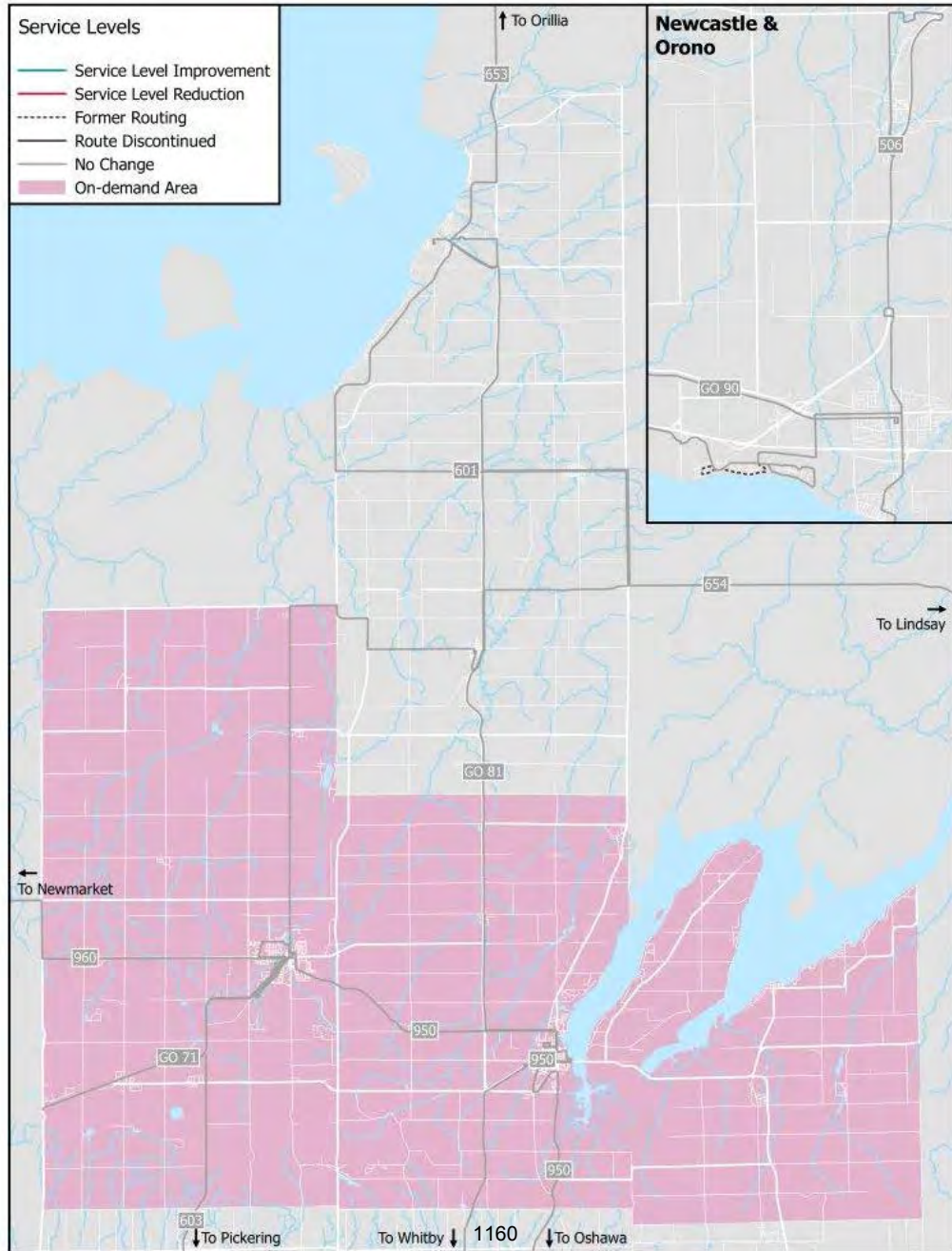


# 2018 Proposed Service Level Changes

## East Durham

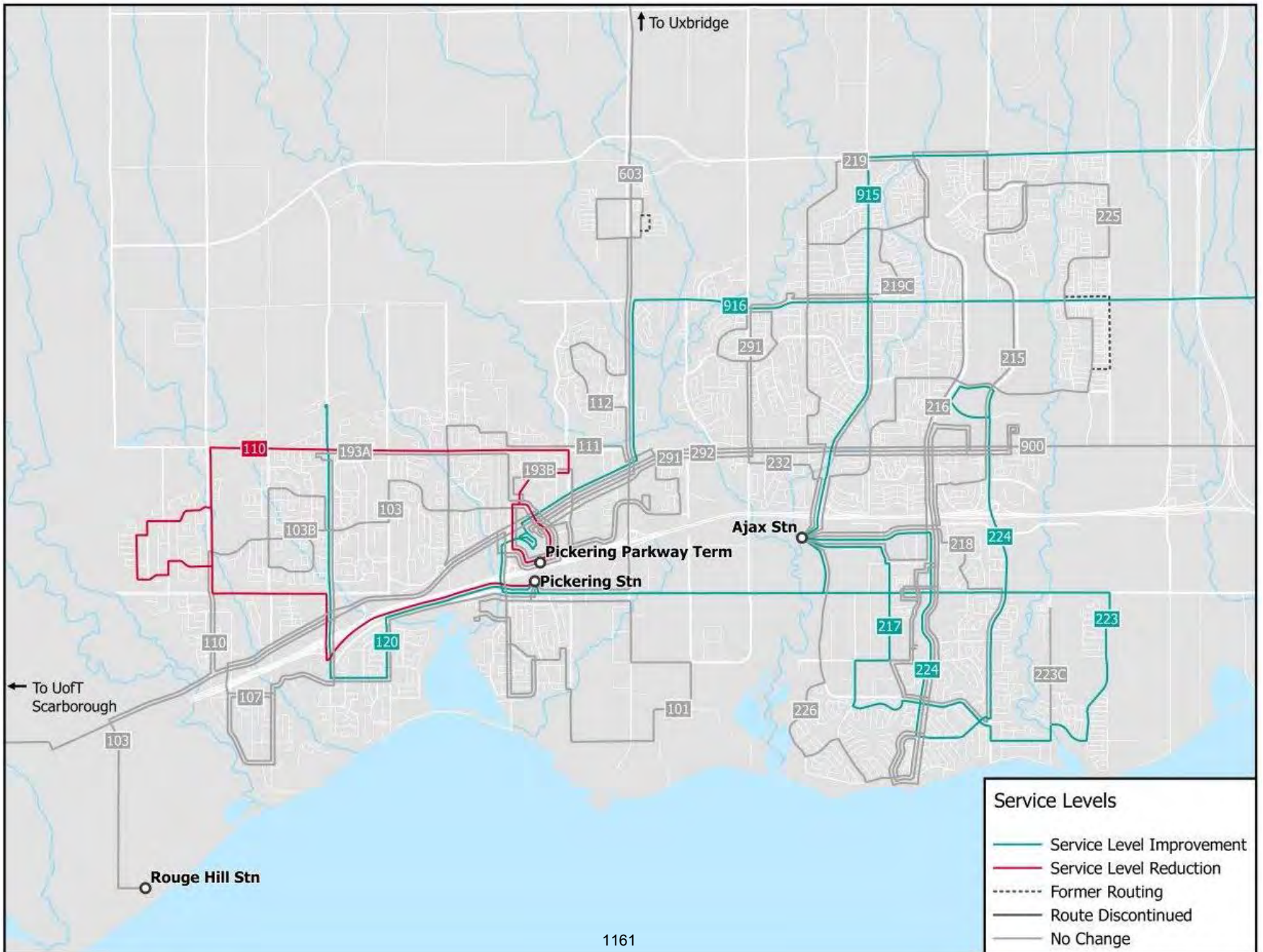


# 2018 Proposed Service Level Changes Durham North





# 2018 Proposed Service Level Changes Durham North



<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>DURHAM REGIONAL LOCAL HOUSING CORPORATION</b></p>
---

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>MAJOR SERVICES &amp; ACTIVITIES .....</b>	<b>1163</b>
<b>PROGRAM SUMMARY .....</b>	<b>1164</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>1165</b>
<b>PROGRAM DETAILS</b>	
1. Public Housing .....	1166
2. Affordable Housing .....	1171
3. Tangible Capital Assets - Replacement.....	1173



## 2018 Business Plan

Durham Regional Local  
Housing Corporation

### Major Services & Activities

#### Public Housing

- ◆ Provide effective property management services for 1,276 units at 23 sites.
- ◆ Undertake tenant selection and placement, income verification, rent calculation and rent collection activities.
- ◆ Undertake preventative and restorative property maintenance activities.
- ◆ Undertake strategic asset management through capital planning.
- ◆ Address accessibility issues in accordance with legislation.
- ◆ Implement green initiatives where possible through capital expenditure plans.

#### Affordable Housing

- ◆ Provide effective property management services for 17 units at 2 sites.
- ◆ Undertake tenant selection and placement, income verification, rent calculation and rent collection activities.
- ◆ Undertake preventative and restorative property maintenance activities.
- ◆ Undertake strategic asset management through capital planning.
- ◆ Address accessibility issues in accordance with legislation.
- ◆ Implement green initiatives where possible through capital expenditure plans.

**PROGRAM SUMMARY**

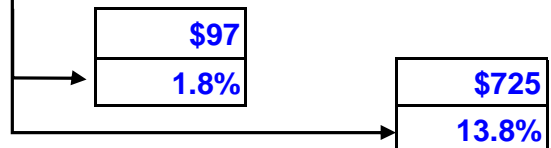


**2018 Business Plan**

**Durham Regional Local Housing Corporation**

BY PROGRAM (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Public Housing	4,577	3,747	3,845	-	3,845
2 Affordable Housing	7	7	6	-	6
<b>Operating Subtotal</b>	<b>4,584</b>	<b>3,754</b>	<b>3,851</b>	<b>-</b>	<b>3,851</b>
<b>Tangible Capital Assets:</b>					
3 Replacement	2,865	2,865	1,512	3,947	5,459
3 Provincial / Federal funding (SIF / SHIP)	(1,353)	(1,353)	-	-	-
3 Provincial / Federal funding (SHAIP)	-	-	-	(3,319)	(3,319)
<b>Tangible Capital Assets Subtotal</b>	<b>1,512</b>	<b>1,512</b>	<b>1,512</b>	<b>628</b>	<b>2,140</b>
<b>Total Program Expenses</b>	<b>6,096</b>	<b>5,266</b>	<b>5,363</b>	<b>628</b>	<b>5,991</b>

Summary of Increase



**Summary of Base Budget Changes**

	\$	Comments
Purchased Services from Durham Region	103	Economic increases
Operating Expenses	368	Inflationary increases
Rental & Sundry Revenue	(374)	Inflationary increases
	<u>97</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Durham Regional Local Housing Corporation

(\$,000's)

#### Tangible Capital Assets

◆ Increase in Tangible Capital Assets - Replacement (Refer to Schedule)	3,947
◆ SHaip Grant Funding (Refer to Schedule)	<u>(3,319)</u>
<b>Total Program Changes</b>	<b><u><u>628</u></u></b>

# PROGRAM 1 PUBLIC HOUSING



## 2018 Program Detail

## Durham Regional Local Housing Corporation

### Purpose:

- ◆ To provide effective, direct property management services for the Durham Regional Local Housing Corporation (DRLHC) public housing stock.

### Description of Program Activities:

- ◆ Property Management Services include preventative and restorative property maintenance, capital planning and asset management.
- ◆ Rent Geared-to-Income (RGI) program delivery includes tenant selection and placement, income verification, rent calculation and collection.
- ◆ DRLHC properties provide a total of 1,293 units for RGI households, of which 1,276 are part of the Region's RGI Service Level Standard, located as follows:

<u>AREA</u> <u>MUNICIPALITY</u>	<u>ADDRESS</u>	<u>TENANT</u> <u>CATEGORY</u>	<u>SOCIAL</u> <u>HOUSING</u> <u>UNITS</u>	<u>TOTAL</u> <u>UNITS</u>	
Ajax	655 Harwood Avenue South	Senior	129	129	*
Brock	103 Cameron Street West	Senior	26	26	
	342 Main Street	Senior	32	32	
Clarington	2 Nelson Street East	Senior	21	21	
	4 Nelson Street East	Senior	14	14	
Oshawa	Christine/Normandy/Nevis	Family	42	42	
	Lomond Street	Family	18	18	
	439 Dean Avenue	Senior	51	51	
	155 King Street East	Senior	165	165	*
	Cedar/Carlton/Wasaga	Family	35	35	
	Linden/Poplar	Family	32	32	
	Malaga Road	Family	65	65	
	460 Normandy	Senior	30	30	
Pickering	Birchcliffe/Lakeview/Ritson	Family	173	185	**
	385 Beatrice Street East	Senior	50	50	
	1910 Faylee Crescent	Senior	36	36	
Scugog	1330 Foxglove Avenue	Senior	36	36	
	327 Kellet Street	Senior	30	30	
Uxbridge	385 Rosa Street	Senior	38	38	
	20 Perry Street	Senior	51	56	**
Whitby	850 Green Street South	Senior	81	81	
	409 Centre Street South	Senior	16	16	
	315 Colborne Street West	Senior	105	105	*
			1,276	1,293	

\* Site includes 1 of 3 units used by Community Care Durham.

\*\* Includes 12 units in Oshawa and 5 units in Uxbridge constructed and operated under the Affordable Housing Program.



**2018 Program Detail**

**Durham Regional Local  
Housing Corporation**

**Description of Program Resources:**

- ◆ Property Management and Administrative Services are provided by the staff of the Social Services, Finance and Works Departments of the Region of Durham and are charged to the program under a Service Agreement as follows:

	<u>2017</u>	<u>2018</u>
Social Services - Housing Services	25	25
Finance - Financial Housing Services	5	5
Works - Facilities Management	1	1
<b>Total</b>	<b><u>31</u></b>	<b><u>31</u></b>

**Performance Measurements:**

- ◆ Property Management Operating Cost Per Unit
- ◆ Average Monthly Arrears as a Percentage of Revenue
- ◆ Average Length of Vacancy on Unit Turnover

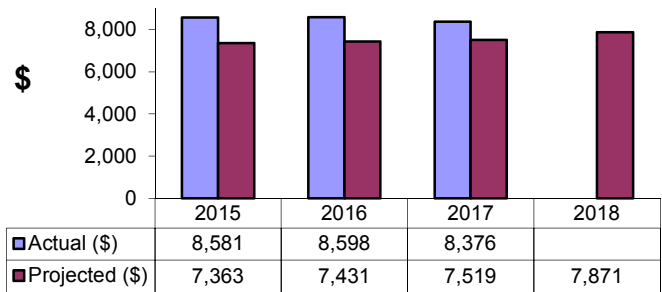


**2018 Program Detail**

**Durham Regional Local  
Housing Corporation**

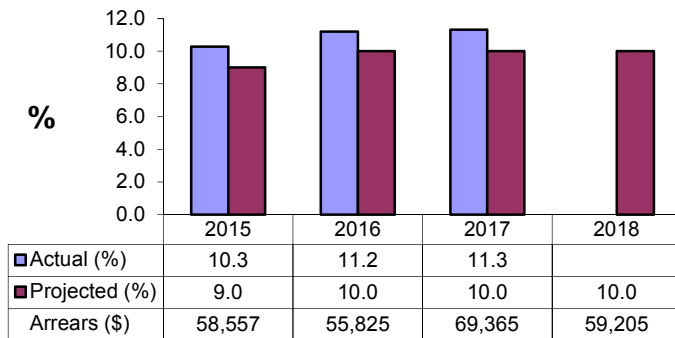
**Performance Data:**

**EFFECTIVENESS**



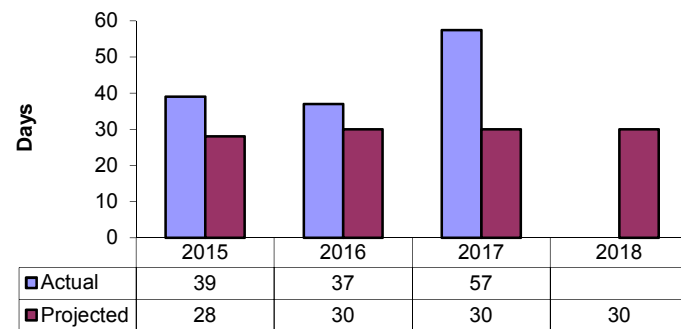
**Property Management Operating Cost Per Unit**  
Rising operating costs reflect increased maintenance cost of aging buildings.

**EFFICIENCY**



**Average Monthly Arrears as a Percentage of Revenues**  
Average month-end rent charges due as a percentage of monthly revenues.

**COMMUNITY IMPACT**



**Average Length of Vacancy on Unit Turnover**  
Number of days a vacant unit remains unfilled due to unit repairs. On average approximately 99 senior units and 42 family units turn over per year.



**PROGRAM 1  
PUBLIC HOUSING**



**2018 Program Detail**

**Durham Regional Local  
Housing Corporation**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Purchased Services from Durham Region	3,083	3,083	3,185	-	3,185
Property Maintenance	1,839	1,318	1,357	-	1,357
Grounds Maintenance	792	365	459	-	459
Communication	87	87	89	-	89
Professional Services	45	45	46	-	46
Miscellaneous Services	10	10	10	-	10
Computer Maintenance & Operations	16	16	17	-	17
Insurance	210	210	216	-	216
Bad Debts	40	40	40	-	40
Property Tax	2,371	2,303	2,445	-	2,445
Utilities					
Electricity	1,021	984	1,014	-	1,014
Fuel	661	638	657	-	657
Water	512	494	508	-	508
Major Repairs & Renovations	1,060	1,060	1,077	-	1,077
<b>Gross Expenses</b>	<b>11,747</b>	<b>10,653</b>	<b>11,120</b>	<b>-</b>	<b>11,120</b>
Rental Revenue	(7,000)	(6,736)	(7,105)	-	(7,105)
Sundry Revenue	(170)	(170)	(170)	-	(170)
<b>Total Revenue</b>	<b>(7,170)</b>	<b>(6,906)</b>	<b>(7,275)</b>	<b>-</b>	<b>(7,275)</b>
<b>Net Program Expense</b>	<b>4,577</b>	<b>3,747</b>	<b>3,845</b>	<b>-</b>	<b>3,845</b>

**PROGRAM 1  
PUBLIC HOUSING**



**2018 Program Detail  
Major Repairs and Renovations**

**Durham Regional Local  
Housing Corporation**

Item No.	Description	Total
(\$,000's)		
<b><u>Building Condition Assessment Report Priorities</u></b>		
1	Carlton - Exterior Front Steps	75
2	Linden/Poplar - Roof Replacement 5 Quads	70
3	Lakeview - Installation of Updated Fire Detection and Monitoring	30
4	Normandy - Electrical disconnect switch replacement	7
5	Beatrice - Balcony Rail Painting/Preservation	14
6	Main - Exterior Doors - North End	8
7	Perry - 3 Hot Water Tanks	15
8	Green - Emergency Light and Power Inverter	15
9	Centre - Domestic Hot Water Heater Replacement / Relocation	75
10	Boiler Replacement - multiple locations	59
11	Accessibility for Ontarians with Disabilities Act (AODA) Compliance (door openers/closers, bathtub cutouts, ramps) - multiple locations	70
12	Abatement of Asbestos - multiple locations	200
13	Patio, Walkways, Driveway and Landscape Hazard Repairs - multiple locations	65
14	Intercom Upgrades and Security Cameras - multiple locations	50
15	Fire Alarm Monitoring - multiple locations	23
	Sub-total	776
<b><u>Move Out Repairs</u></b>		
16	Move Out Repairs - Multiple Locations	
	Unit Flooring	101
	Bathroom Replacements	100
	Kitchen Cabinets	100
	Total	1,077

## PROGRAM 2 AFFORDABLE HOUSING



### 2018 Program Detail

### Durham Regional Local Housing Corporation

#### Purpose:

- ◆ To provide property management services for 5 affordable housing units for seniors at the Perry Street location in Uxbridge and 12 affordable housing units for singles at the Lakeview location in Oshawa. These units are in addition to the RGI public housing units at these sites. Partial funding for program costs is provided through the Strong Communities Rent Supplement Program, which tops up the rents paid by assisted households.

#### Description of Program Activities:

- ◆ This is an additional program that does not contribute to attainment of the Region's legislated service level standard. Program activities include:
  - ◆ Selecting eligible targeted applicants from the Centralized Wait List to fill vacant units
  - ◆ Verifying initial, ongoing and annual eligibility of selected households
  - ◆ Determining the amount of rent to be paid by households based on their income
  - ◆ Maintenance of a capital reserve to cover lifecycle replacement costs

#### Description of Program Resources:

- ◆ Administrative Staff are provided by the Region of Durham and costs are allocated to the program.

**PROGRAM 2  
AFFORDABLE HOUSING**



**2018 Program Detail**

**Durham Regional Local  
Housing Corporation**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actual</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
Purchased Services Agreement with Region	51	51	52	-	52
Property Maintenance	54	54	56	-	56
Grounds Maintenance	21	20	20	-	20
Property Taxes	23	23	23	-	23
Utilities					
Electricity	15	17	17	-	17
Fuel	8	8	8	-	8
Water	9	8	8	-	8
Capital Reserve	7	7	8	-	8
<b>Gross Expenses</b>	<b>188</b>	<b>188</b>	<b>192</b>	<b>-</b>	<b>192</b>
Rent Revenue	(181)	(181)	(186)	-	(186)
<b>Total Revenue</b>	<b>(181)</b>	<b>(181)</b>	<b>(186)</b>	<b>-</b>	<b>(186)</b>
<b>Net Program Expense</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>-</b>	<b>6</b>

**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2018 Program Detail**

**Durham Regional Local  
Housing Corporation**

Item No.	Description	Gross Cost	Grant Funding *	Net Cost
		(\$,000's)	(\$,000's)	(\$,000's)
<b><u>Building Improvements</u></b>				
1	655 Harwood Ave., Ajax - Roof Replacement	831	-	831
2	155 King St., Oshawa - Domestic Water Supply Risers Phase 2	450	-	450
3	155 King St., Oshawa - Diesel Generator	378	-	378
4	Malaga Rd., Oshawa - Roofing Replacement Phase 2	325	-	325
5	327 Kellett St., Port Perry - Domestic Hot Water Boilers, Relocation and Replacement	105	-	105
6	327 Kellett St., Port Perry - Tenant Walkways	51	-	51
		2,140	-	2,140
<b><u>Social Housing Apartment Improvement Program (SHAIP)*</u></b>				
7	155 King St., Oshawa - Building envelope replacements (windows, doors, cladding, insulation, lighting upgrades, thermostats)	2,798	(2,798)	-
8	655 Harwood Ave., Ajax - Window replacement and lighting upgrades	521	(521)	-
		3,319	(3,319)	-
<b>Tangible Capital Assets Total</b>		5,459	(3,319)	2,140

*\*Projects to be undertaken are dependent upon provincial approval of business case for SHAIP funding and carbon market auction results.*

<p><b>TABLE OF CONTENTS</b></p> <p><b>2018 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>PROVINCIAL DOWNLOAD SERVICES</b></p>
--

**NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page**

	<u>Page Number</u>
<b>PROGRAM SUMMARY .....</b>	<b>1175</b>
<b>EXPLANATION OF PROGRAM CHANGES .....</b>	<b>1177</b>
<b>PROGRAM DETAILS</b>	
1. Social Housing – Provider Payments .....	1178
2. Social Housing – Commercial Rent Supplement.....	1180
3. Social Housing – Strong Communities Rent Supplement. ....	1182
4. Social Housing – Capital Provision .....	1184
5. Social Housing – Technical Audits .....	1185
6. Investment in Affordable Housing – Rental Housing .....	1186
7. Investment in Affordable Housing – Home Ownership .....	1188
8. Investment in Affordable Housing – Rent Supplement Direct Delivery..	1190
9. Investment in Affordable Housing – Rent Supplement and Housing Allowance Shared Delivery .....	1192
10. Investment in Affordable Housing: Social Infrastructure Fund – Rental Housing .....	1195
11. Investment in Affordable Housing: Social Infrastructure Fund – Home Ownership .....	1197
12. Investment in Affordable Housing: Social Infrastructure Fund – Rent Supplement .....	1199
13. Social Housing Apartment Improvement Program .....	1201

## PROGRAM SUMMARY



### 2018 Business Plan

### Provincial Download Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Social Housing:</b>					
1 Provider Payments	30,764	30,764	31,503	-	31,503
2 Commercial Rent Supplement	2,811	2,811	2,861	-	2,861
3 Strong Communities Rent Supplement	-	-	-	-	-
4 Capital Provision	1,450	1,450	1,450	-	1,450
5 Technical Audits	106	106	106	-	106
Subtotal	35,131	35,131	35,920	-	35,920
<b>Social Housing-Investment in Affordable Housing (IAH):</b>					
6 Rental Housing	-	-	-	-	-
7 Home Ownership	-	-	-	-	-
8 Rent Supplement Direct Delivery	-	-	-	-	-
9 Rent Supplement and Housing Allowance Shared Delivery	-	-	-	-	-
Subtotal	-	-	-	-	-
<b>Social Housing-Investment in Affordable Housing (IAH): Social Infrastructure Fund Program (SIF)</b>					
10 Rental Housing	-	-	-	-	-
11 Home Ownership	-	-	-	-	-
12 Rent Supplement	-	-	-	-	-
Subtotal	-	-	-	-	-

**PROGRAM SUMMARY**



**2018 Business Plan**

**Provincial Download Services**

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Social Housing Apartment Improvement Program (SHAIP):</b>					
13 Social Housing Apartment Improvement Program (SHAIP)	-	-	-	-	-
Subtotal	-	-	-	-	-
<b>Social Housing Total</b>	<b>35,131</b>	<b>35,131</b>	<b>35,920</b>	<b>-</b>	<b>35,920</b>
<b>Net Program Expenses</b>	<b>35,131</b>	<b>35,131</b>	<b>35,920</b>	<b>-</b>	<b>35,920</b>

<b>Summary of Increase (Decrease)</b>	<b>\$789</b>	
	<b>2.25%</b>	<b>\$789</b>
		<b>2.25%</b>

**Summary of Base Budget Changes**

	\$	Comments
Social Housing Provider Payments & Related Costs	789	Provincially prescribed
	<u>789</u>	



## EXPLANATION OF PROGRAM CHANGES



### 2018 Program Changes

### Provincial Download Services

(\$,000's)

#### IAH-SIF Rental Housing

♦ Provide capital funding of up to \$150,000 per unit to develop new affordable rental housing units.	2,648
♦ Provincial funding allocation.	(2,648)
	-

#### IAH-SIF Home Ownership

♦ Provide down payment assistance to assist low income renters purchase a home.	100
♦ Provincial funding allocation.	(100)
	-

#### Social Housing Apartment Improvement Program (SHAIP)

♦ Provide grant funding to eligible housing providers for planned retrofit activities that reduce greenhouse gas emissions and reduce energy costs.	3,320
♦ Provincial funding allocation.	(3,320)
	-
<b>Total Program Changes</b>	<b>-</b>

# PROGRAM 1 PROVIDER PAYMENTS



## 2018 Program Detail

## Provincial Download Services

### Purpose:

- ◆ To ensure the annual operating and rent-geared-to-income subsidy funding as required under the legislation and various operating agreements is provided on a monthly basis to the 44 social housing providers under the administration of the Region.

### Description of Program Activities:

- ◆ Mortgage renewals, updates and revised subsidy estimate calculations.
- ◆ Review and approval of Annual Subsidy Estimate submission requests to ensure adherence to legislation, operating agreements and the legislated service level standards.
- ◆ Annual subsidy settlement and reconciliation through the submission of the Housing Provider Audited Financial Statements and Annual Information Returns, ensuring compliance with financial policies.
- ◆ Prepare monthly housing provider subsidy payment.
- ◆ Annual settlement of rent-geared-to-income subsidy reconciliations for Federal and former Federal housing providers.

### Description of Program Resources:

- ◆ Administrative staff are provided by the Financial Housing Services section of the Finance Department.

**PROGRAM 1  
PROVIDER PAYMENTS**



**2018 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	36,402	36,402	36,566	-	36,566
Federal Debentures	1,491	1,491	1,380	-	1,380
<b>Operating Expenses Subtotal</b>	<b>37,893</b>	<b>37,893</b>	<b>37,946</b>	<b>-</b>	<b>37,946</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	3,164	3,164	3,267	-	3,267
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>3,164</b>	<b>3,164</b>	<b>3,267</b>	<b>-</b>	<b>3,267</b>
<b>Total Expenses</b>	<b>41,057</b>	<b>41,057</b>	<b>41,213</b>	<b>-</b>	<b>41,213</b>
<b>Revenues</b>					
Federal Subsidy	(10,293)	(10,293)	(9,710)	-	(9,710)
<b>Total Revenues</b>	<b>(10,293)</b>	<b>(10,293)</b>	<b>(9,710)</b>	<b>-</b>	<b>(9,710)</b>
<b>Net Program Expenses</b>	<b>30,764</b>	<b>30,764</b>	<b>31,503</b>	<b>-</b>	<b>31,503</b>

## PROGRAM 2 COMMERCIAL RENT SUPPLEMENT



### 2018 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ To administer units (currently 330) under the Commercial Rent Supplement Program, which provides rent-g geared-to-income subsidy to tenants in private market rental properties and assists in attaining the legislated service level standard for rent-g geared-to-income units required under the Housing Services Act.

#### Description of Program Activities:

- ◆ This is a Provincial downloaded program which requires:
  - ◆ Renewing rent supplement agreements with existing landlords upon expiry where desirable, and if not, limiting time lost between termination and reassignment of units in order to assist in attainment of legislated service level standards.
  - ◆ Negotiating / renegotiating market rents with private landlords for new agreements as required, while ensuring guaranteed rents match, or are less than, market rents in the same and similar buildings.
  - ◆ Inspecting properties under new and existing rent supplement agreements.
  - ◆ Selecting applicants from the Centralized Waiting List to fill vacant units as quickly as possible.
  - ◆ Calculating geared-to-income rents.

#### Description of Program Resources:

- ◆ Administrative staff are provided by the Housing Services Division of the Social Services Department.

**PROGRAM 2  
COMMERCIAL RENT SUPPLEMENT**



**2018 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	2,683	2,683	2,731	-	2,731
<b>Operating Expenses Subtotal</b>	<b>2,683</b>	<b>2,683</b>	<b>2,731</b>	<b>-</b>	<b>2,731</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	128	128	130	-	130
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>128</b>	<b>128</b>	<b>130</b>	<b>-</b>	<b>130</b>
<b>Net Program Expenses</b>	<b>2,811</b>	<b>2,811</b>	<b>2,861</b>	<b>-</b>	<b>2,861</b>

## PROGRAM 3 STRONG COMMUNITIES RENT SUPPLEMENT



[2018 Program Detail](#)

[Provincial Download Services](#)

### Purpose:

- ◆ To ensure that the Federal flow-through annual block funding for rent supplements of \$1.4 million is expended in the current year. This equates to approximately 128 units under the regular Strong Communities Rent Supplement Program (SCRS) and 36 units currently under agreement through Provincially funded support agencies in the Region of Durham. This program provides rent-gear-to-income subsidy to tenants in private market and non-profit rental properties.
- ◆ This is an additional program which does not contribute to the attainment of the Region's legislated Service Level Standard. Effective October 1, 2004, the Province commenced 100% Federal flow-through block funding for this program to the maximum capped amount. A reduction in the number of households that can be served results when market rates and/or unit subsidies increase.
- ◆ All funding for this program will terminate on March 31, 2023.
- ◆ Five units of the regular SCRS program have been designated for the Affordable Housing program at the DRLHC's Perry Street property in Uxbridge, and 12 have been designated for the Affordable Housing program at the DRLHC's Lakeview property in Oshawa.

### Description of Program Activities:

- ◆ Renewing rent supplement agreements with existing landlords, and service agencies, where applicable, upon expiry when desirable, or reassigning terminated units.
- ◆ Negotiating/renegotiating market rents with private landlords for new agreements as required, while ensuring guaranteed rents match, or are less than, market rents in the same and similar buildings.
- ◆ Inspecting properties under new and existing rent supplement agreements.
- ◆ Selecting applicants from the Centralized Wait List or service provider wait list (where applicable) to fill vacant units.
- ◆ Calculating geared-to-income rents.
- ◆ Ensuring cost of program does not exceed annual funding - no Regional funding is invested, and 95% threshold target is met. If program costs fall below 95% of funding provided, the Province will recover the unexpended funds.

### Description of Program Resources:

- ◆ Administrative staff are provided by the Housing Services Division of the Social Services Department.

**PROGRAM 3  
STRONG COMMUNITIES RENT SUPPLEMENT**



**2018 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	1,346	1,346	1,344	-	1,344
<b>Operating Expenses Subtotal</b>	<b>1,346</b>	<b>1,346</b>	<b>1,344</b>	<b>-</b>	<b>1,344</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	93	93	95	-	95
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>93</b>	<b>93</b>	<b>95</b>	<b>-</b>	<b>95</b>
<b>Total Expenses</b>	<b>1,439</b>	<b>1,439</b>	<b>1,439</b>	<b>-</b>	<b>1,439</b>
<b>Revenues</b>					
Provincial Subsidy	(1,439)	(1,439)	(1,439)	-	(1,439)
<b>Total Revenues</b>	<b>(1,439)</b>	<b>(1,439)</b>	<b>(1,439)</b>	<b>-</b>	<b>(1,439)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 4  
CAPITAL PROVISION**



**2018 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Contribution to Reserve & Reserve Funds	1,450	1,450	1,450	-	1,450
<b>Net Program Expenses</b>	<b>1,450</b>	<b>1,450</b>	<b>1,450</b>	<b>-</b>	<b>1,450</b>





**2018 Program Detail**

**Provincial Download  
Services**

Detailed Cost of Program:	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Contribution to Reserve & Reserve Funds	106	106	106	-	106
<b>Net Program Expenses</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>-</b>	<b>106</b>

## PROGRAM 6 RENTAL HOUSING



### 2018 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ The Rental Housing component of the Investment in Affordable Housing (IAH) for Ontario program, aims to provide capital funding of up to \$150,000 per unit to develop new affordable rental housing units.

#### Description of Program Activities:

- ◆ The Region will solicit through the RFP process proposals for the development and construction of affordable rental housing.
- ◆ Funds will be flowed to approved proponents, based upon the completion of specific and measureable construction milestones. Proponents are encouraged to utilize local incentives but it should be noted that no Regional funds are being used in the program.
- ◆ Funding for Rental Housing is provided as a twenty year forgivable capital loan during the development and construction phase of the project. Service Managers must ensure that a project is financially viable from a construction cost and ongoing operating context.
- ◆ Program requirements mandate that the Region ensure that municipal property taxes for approved multi-residential developments be equivalent to the single residential rate over the life of the program (minimum of 20 years).
- ◆ The Service Manager is required to indemnify the ministry from all claims and damages in connection with this program.
- ◆ Over the twenty year duration of this program, the Service Manager must inform Ministry staff of the Project's ongoing compliance to program criteria and on-going viability of the Project.

**PROGRAM 6  
RENTAL HOUSING**



**2018 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	4,500	4,500	4,500	-	4,500
<b>Total Expenses</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>-</b>	<b>4,500</b>
<b>Revenues</b>					
Provincial Subsidy	(4,500)	(4,500)	(4,500)	-	(4,500)
<b>Total Revenues</b>	<b>(4,500)</b>	<b>(4,500)</b>	<b>(4,500)</b>	<b>-</b>	<b>(4,500)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## PROGRAM 7 HOME OWNERSHIP



### 2018 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ The Home Ownership component, of the Investment in Affordable Housing (IAH) for Ontario program aims to assist low-to-moderate-income renter households to purchase affordable homes by providing down payment assistance in the form of a forgivable loan.
- ◆ Specific objectives are to:
  - Ease the demand for rental housing by assisting renter households to purchase affordable homes
  - Provide renter households with an opportunity to move to home ownership

#### Description of Program Activities:

- ◆ Regional Council has endorsed Habitat for Humanity Durham (HHD) as the delivery agent for the Home Ownership component of the IAH program (refer Report # 2012-J-23 and Report # 2015-J-13). Council also endorsed that funding of \$16,500 (2012) and \$22,000 (2015 and future) per approved household (equivalent to five per cent of the maximum house price value for IAH program funding in Durham Region) be made available to HHD to reduce initial financing costs for qualified homeowners. It should be noted that no Regional funds are being used for the provision of down payment assistance.

**PROGRAM 7  
HOME OWNERSHIP**



**2018 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2017</b>		<b>2018</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	176	176	-	-	-
<b>Total Expenses</b>	<b>176</b>	<b>176</b>	-	-	-
<b>Revenues</b>					
Provincial Subsidy	(176)	(176)	-	-	-
<b>Total Revenues</b>	<b>(176)</b>	<b>(176)</b>	-	-	-
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	-	-	-

## PROGRAM 8 RENT SUPPLEMENT DIRECT DELIVERY



[2018 Program Detail](#)

[Provincial Download Services](#)

### Purpose:

- ◆ The Rent Supplement Component of the Investment in Affordable Housing (IAH) for Ontario program has been designed to help address affordability issues of households in modest rental units across the province. Municipal Service Managers (SM) can choose to deliver the component for four years, or extend it for up to 10 years, but no later than March 31, 2024.
- ◆ A “rent supplement” is a subsidy paid to the landlord on behalf of a household in need of rental assistance. It is meant to help bridge the difference between the rent that a household can afford to pay and the actual market rent of a modest unit.

### Description of Program Activities:

- ◆ Through direct delivery, the Region will enter into agreements with participating private and non-profit landlords to fund eligible applicants, reducing the applicant's monthly housing charge during the benefit period in the range of \$200 to \$500 per month.
- ◆ The program targets those applicants on the waiting list paying market rent and who are likely to be accommodated in RGI housing within the benefit period.
- ◆ Given that waiting periods for RGI assistance for persons 60 years of age and over are approximately three years and up to five years for families, the direct delivery program will focus on seniors and families.
- ◆ The program does not provide a rent-geared-to-income (RGI) subsidy. Participating households maintain their place on the Social Housing waiting list during the benefit period. Eligibility occurs once the household receives RGI assistance or is deemed no longer eligible for assistance by program staff.

**PROGRAM 8  
RENT SUPPLEMENT DIRECT DELIVERY**



**2018 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	1,252	1,252	1,184	-	1,184
<b>Total Expenses</b>	<b>1,252</b>	<b>1,252</b>	<b>1,184</b>	<b>-</b>	<b>1,184</b>
<b>Revenues</b>					
Provincial Subsidy	(1,252)	(1,252)	(1,184)	-	(1,184)
<b>Total Revenues</b>	<b>(1,252)</b>	<b>(1,252)</b>	<b>(1,184)</b>	<b>-</b>	<b>(1,184)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# PROGRAM 9 RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY



## 2018 Program Detail

## Provincial Download Services

### Purpose:

- ◆ The Rent Supplement and Housing Allowance components of the Investment in Affordable Housing (IAH) for Ontario program helps address affordability issues of households residing in modest rental units. Municipal Service Managers (SM) can choose to deliver the component for four years or extend it for up to 10 years, but funds can only flow until March 31, 2024.
- ◆ Under this program, a "rent supplement" is a flat rate subsidy paid to the landlord on behalf of a household in need of rental assistance. To distinguish this temporary program from existing on-going rent supplement programs, it is referred to as the "Durham Housing Benefit".
- ◆ Under this program, a "housing allowance" is a flat rate subsidy paid to a tenant in need of rental assistance. Both benefits are meant to help reduce the gap between the rent that a household can afford to pay and the actual market rent of a modest unit.
- ◆ SMs can choose to enter into a Shared Delivery arrangement with the Ministry for Finance (MOF) for the housing allowance component. In this delivery model, MOF administers the monthly payments directly to eligible households referred to the program by the SM.
- ◆ Program funds for this delivery model are retained by the Province and are redirected to the MOF for program administration. This model reduces the administrative burden to SM but does not reduce any of the administration funds to participate in this model. MOF has committed to processing Housing Allowance payments to eligible households for the period of July 1, 2015 to June 30, 2020.

### Description of Program Activities:

- ◆ Through the shared delivery model, a portion of the Rent Supplement funding is flowed to social service agencies providing emergency, supportive, and/or transitional housing who provide benefits in the range of \$200 to \$500 per month. These agencies act as delivery agents for the purposes of the IAH - 2014 Extension Rent Supplement program. The IAH funds provide a housing benefit to social housing waiting list applicants eligible for or support by the participating agencies.
- ◆ Currently, eight transitional, emergency and supportive housing agencies deliver the Durham Housing Benefit:
  - Canadian Mental Health Association Durham,
  - Cornerstone Community Association Durham Inc.,
  - Denise House - Sedna Women's Shelter & Support Services Inc.,
  - Durham Mental Health Services,
  - North House Transitional Housing,
  - Community Living Durham,
  - Boys and Girls Club, and
  - John Howard Society
- ◆ All of these agencies currently deliver rent supplement and/or supported rental programs and are able to undertake the necessary accountability and reporting obligations that are set out in an administration agreement with the Region of Durham.
- ◆ This program does not provide rent geared-to-income (RGI) subsidy.



**PROGRAM 9**

**RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY**



**2018 Program Detail**

**Provincial Download Services**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	1,665	1,665	1,661	-	1,661
<b>Total Expenses</b>	<b>1,665</b>	<b>1,665</b>	<b>1,661</b>	<b>-</b>	<b>1,661</b>
<b>Revenues</b>					
Provincial Subsidy	(1,665)	(1,665)	(1,661)	-	(1,661)
<b>Total Revenues</b>	<b>(1,665)</b>	<b>(1,665)</b>	<b>(1,661)</b>	<b>-</b>	<b>(1,661)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 9**  
**RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY**



**2018 Program Detail**

**Provincial Download  
Services**

**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
Rent Supplement	827	827	823	-	823
Housing Allowance	838	838	838	-	838
<b>Gross Expenses</b>	<b>1,665</b>	<b>1,665</b>	<b>1,661</b>	<b>-</b>	<b>1,661</b>
Rent Supplement	(827)	(827)	(823)	-	(823)
Housing Allowance	(838)	(838)	(838)	-	(838)
<b>Revenue &amp; Recoveries</b>	<b>(1,665)</b>	<b>(1,665)</b>	<b>(1,661)</b>	<b>-</b>	<b>(1,661)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2018 Program Detail**

**Provincial Download  
Services**

**Purpose:**

- ◆ The Rental Housing component of the Investment in Affordable Housing-Social Infrastructure Fund (IAH-SIF) for Ontario program, aims to provide capital funding of up to \$150,000 per unit to develop new affordable rental housing units.

**Description of Program Activities:**

- ◆ The Region will solicit through the RFP process proposals for the development and construction of affordable rental housing.
- ◆ Funds will be flowed to approved proponents, based upon the completion of specific and measureable construction milestones. Proponents are encouraged to utilize local incentives but it should be noted that no Regional funds are being used in the program.
- ◆ Funding for Rental Housing is provided as a twenty year forgivable capital loan during the development and construction phase of the project. Service Managers must ensure that a project is financially viable from a construction cost and ongoing operating context.
- ◆ Program requirements mandate that the Region ensure that municipal property taxes for approved multi-residential developments be equivalent to the single residential rate over the life of the program (minimum of 20 years).
- ◆ The Service Manager is required to indemnify the Province from all claims and damages in connection with this program.
- ◆ Over the twenty year duration of this program, the Service Manager must inform Ministry staff of the Project's ongoing compliance to program criteria and on-going viability of the Project.

**PROGRAM 10  
IAH-SIF RENTAL HOUSING**



**2018 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	4,657	4,657	-	2,648	2,648
<b>Total Expenses</b>	<b>4,657</b>	<b>4,657</b>	-	<b>2,648</b>	<b>2,648</b>
<b>Revenues</b>					
Provincial Subsidy	(4,657)	(4,657)	-	(2,648)	(2,648)
<b>Total Revenues</b>	<b>(4,657)</b>	<b>(4,657)</b>	-	<b>(2,648)</b>	<b>(2,648)</b>
<b>Net Program Expenses</b>	-	-	-	-	-



**2018 Program Detail**

**Provincial Download  
Services**

**Purpose:**

- ◆ The Home Ownership component, of the Investment in Affordable Housing-Social Infrastructure Fund (IAH-SIF) for Ontario program aims to assist low-to-moderate-income renter households to purchase affordable homes by providing down payment assistance in the form of a forgivable loan.
- ◆ Specific objectives are to:
  - Ease the demand for rental housing by assisting renter households to purchase affordable homes
  - Provide renter households with an opportunity to move to home ownership

**Description of Program Activities:**

- ◆ Regional Council has endorsed Habitat for Humanity Durham (HHD) as the delivery agent for the Home Ownership component of the IAH and IAH-SIF programs (refer Report # 2012-J-23, Report # 2015-J-13 and Report # 2017-COW-257). It should be noted that no Regional funds are being used for the provision of down payment assistance.



**2018 Program Detail**

**Provincial Download Services**

Detailed Cost of Program: (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Operating Expenses</b>					
Outside Agency Expenses	-	-	-	100	100
<b>Total Expenses</b>	-	-	-	<b>100</b>	<b>100</b>
<b>Revenues</b>					
Provincial Subsidy	-	-	-	(100)	(100)
<b>Total Revenues</b>	-	-	-	<b>(100)</b>	<b>(100)</b>
<b>Net Program Expenses</b>	-	-	-	-	-

## PROGRAM 12 IAH-SIF RENT SUPPLEMENT



### 2018 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ The Rent Supplement Component of the Investment in Affordable Housing-Social Investment Fund (IAH-SIF) for Ontario program has been designed to help address affordability issues of households in modest rental units across the province. Municipal Service Managers (SM) can choose to deliver the component for four years, or extend it for up to 10 years, but no later than March 31, 2024.
- ◆ A “rent supplement” is a subsidy paid to the landlord on behalf of a household in need of rental assistance. It is meant to help bridge the difference between the rent that a household can afford to pay and the actual market rent of a modest unit.

#### Description of Program Activities:

- ◆ Through direct delivery, the Region will enter into agreements with participating private and non-profit landlords to fund eligible applicants, reducing the applicant's monthly housing charge during the benefit period in the range of \$200 to \$500 per month.
- ◆ The program targets those applicants on the waiting list paying market rent and who are likely to be accommodated in RGI housing within the benefit period.
- ◆ Given that waiting periods for RGI assistance for persons 60 years of age and over are approximately three years and up to five years for families, the direct delivery program will focus on seniors and families.
- ◆ The program does not provide a rent-geared-to-income (RGI) subsidy. Participating households maintain their place on the Social Housing waiting list during the benefit period. Eligibility occurs once the household receives RGI assistance or is deemed no longer eligible for assistance by program staff.

**PROGRAM 12  
IAH-SIF RENT SUPPLEMENT**



**2018 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	100	100	100	-	100
<b>Total Expenses</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>100</b>
<b>Revenues</b>					
Provincial Subsidy	(100)	(100)	(100)	-	(100)
<b>Total Revenues</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>-</b>	<b>(100)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## PROGRAM 13 SOCIAL HOUSING APARTMENT IMPROVEMENT PROGRAM (SHAIP)



[2018 Program Detail](#)

[Provincial Download Services](#)

### Purpose:

- ◆ The Social Housing Apartment Improvement Program (SHAIP) is new funding for repairs and retrofits to social housing across the province in order to improve living conditions and fight climate change. This investment is part of Ontario's Climate Change Action Plan and is funded by proceeds from the province's cap and trade carbon market. By law, these funds must be invested in programs that reduce greenhouse gas emissions and save money on energy costs.
- ◆ Funding is conditional on the sale of carbon credits at the quarterly auctions and the notional allocation provided to Durham Region for 2018 is \$3,319,000. If the full amount of the notional allocation is not received, the capital work will be tailored to the funding available.
- ◆ Eligible activities under SHAIP are subject to restrictions:
  - ◆ Year 1 funding is restricted to apartment buildings of 150 units,
  - ◆ Years 2 to 4 funding is restricted to apartments of 100 units or more.
  - ◆ The Region may also submit a business case for properties with units below these thresholds.

### Description of Program Activities:

- ◆ Housing provider submissions will be evaluated and ranked against a set of required criteria. A prioritized list of projects will inform the allocation of funding in Years 2 to 4.

**PROGRAM 13**  
**SOCIAL HOUSING APARTMENT IMPROVEMENT PROGRAM (SHAIP)**



**2018 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2017</b>		<b>2018</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	-	-	-	3,320	3,320
<b>Total Expenses</b>	-	-	-	<b>3,320</b>	<b>3,320</b>
<b>Revenues</b>					
Provincial Subsidy	-	-	-	(3,320)	(3,320)
<b>Total Revenues</b>	-	-	-	<b>(3,320)</b>	<b>(3,320)</b>
<b>Net Program Expenses</b>	-	-	-	-	-



# **REGIONAL MUNICIPALITY OF DURHAM**

## **LISTING OF FEES AND CHARGES**

**2018**

**February 2018**

---



## **LISTING OF FEES AND CHARGES - 2018**

The following is a complete listing of Fees and Charges for The Regional Municipality of Durham for the various service areas throughout the Region. The Council approved listing is also available on the Region's web-site at [www.durham.ca](http://www.durham.ca). The Finance Department will update the web-site version of the attached listings periodically throughout the year. The public is encouraged to contact the applicable department to verify the correct fee and/or charge before application. Please contact the Corporate Services Department – Legislative Services at (905) 668-7711 or 1-800-372-1102 for the telephone number of the applicable department.

**Note: Effective February 4<sup>th</sup>, 2013, cash transactions with the Region are rounded down to the nearest five-cent increment. Payments made by cheque and electronic transfers will continue to use the cent as the smallest unit for pricing goods and services.**



## **TABLE OF CONTENTS**

### **Service Areas:**

	Page No.
Corporate Services Department -	
Legal Services	3
Legislative Services	4
Durham Regional Police Service	6
Durham Region Transit	8
Finance Department	9
Utility Finance – Water and Sewer User Rates	14
Health Department	20
Planning and Economic Development Department	23
Social Services Department -	
Children’s Services	25
Family Services	26
Services for Seniors	27
Works Department -	
Environmental Laboratory	28
Solid Waste Management	37
General Services	38

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**CORPORATE SERVICES DEPARTMENT - LEGAL SERVICES**

Description	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Revenue from program fees:</b>					
Agreements prepared pursuant to Land Division Committee decision	\$450.00	N	D		
Servicing Agreements	\$1,125.00	N	D		Report 2007-J-39
Subdivision Agreement	\$2,125.00	N	D		Report 2007-J-39
Releases of agreements, easements, etc. (Registration costs extra)	\$140.00	Y	D	January 1, 2014	
Letters of Compliance with agreements	\$80.00	N	D	January 1, 2014	
Rush Letters of Compliance (24 hour turn around)	\$160.00	N	D	January 1, 2014	

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**CORPORATE SERVICES DEPARTMENT - LEGISLATIVE SERVICES**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Photocopies</b>	/page	\$0.68	Y	I/D *	July 1, 2008	By-Law 41-2008
<b>Faxed Material</b> The same policy of \$0.68 per page of information applies to faxed material. The \$0.68 charged is for providing the service and transmittal costs.  * An invoice is requisitioned for all transactions over \$5.00 (over 7 pages). There is no charge for transactions under \$5.00 (7 pages free).	/page	\$0.68	Y	I/D *	July 1, 2008	By-Law 41-2008
<b>Fee for certification of any record or document</b>	/certification	\$10.00	Y	I/D	July 1, 2008	By-Law 41-2008
<b>Documents Available:</b>						
Budget - Consolidated Current and Capital	/document	\$25.00	Y	I/D	July 1, 2008	By-Law 41-2008
Council Rules of Procedure - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-Law 41-2008
Development Charge Background Study	/document	\$25.00	Y	I/D	July 1, 2008	By-Law 41-2008
Traffic By-Law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-Law 41-2008
Sewer Use By-Law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-Law 41-2008
Water and Sewer By-Laws - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-Law 41-2008
<b>Regional Official Plan:</b>						
Office Consolidation - Text and Maps	/set	\$60.00	Y	D	July 1, 2008	By-Law 41-2008
Office Consolidation - In an Electronic Format (CD) Maps Available at the Planning Department (see Planning)	/disk	\$25.00	Y	D	July 1, 2008	By-Law 41-2008
<b>Fee for reports or documents not listed which do not have to be photocopied</b>		Printing cost plus \$10.50 for handling and distribution	Y	I/D	July 1, 2008	By-Law 41-2008
<b>Reports or Documents available in an electronic format, such as CD, DVD, thumb drive, or memory stick</b>	/disk	\$25.00	Y	I/D	July 1, 2008	By-Law 41-2008

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**CORPORATE SERVICES DEPARTMENT - LEGISLATIVE SERVICES**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Council and Committee Documents available:</b> Calendar of Regional Meetings	Rate/year	\$39.00	Y	D	July 1, 2008	By-Law 41-2008
<b>Agendas:</b>						
Council	Rate/year	\$400.00	Y	D	July 1, 2008	By-Law 41-2008
Committee of the Whole	Rate/year	\$350.00	Y	D	July 1, 2008	By-Law 41-2008
Transit Commission and Executive Committee	Rate/year	\$175.00	Y	D	July 1, 2008	By-Law 41-2008
All other agendas	Rate/year	\$175.00	Y	D	July 1, 2008	By-Law 41-2008
<b>Minutes:</b>						
Council	Rate/year	\$175.00	Y	D	July 1, 2008	By-Law 41-2008
Committee of the Whole	Rate/year	\$150.00	Y	D	July 1, 2008	By-Law 41-2008
Transit Commission and Executive Committee	Rate/year	\$75.00	Y	D	July 1, 2008	By-Law 41-2008
All other minutes	Rate/year	\$75.00	Y	D	July 1, 2008	By-Law 41-2008
<b>Note:</b> Yearly subscriptions for Council and Committee documents are requested by a reminder letter.						



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**DURHAM REGIONAL POLICE SERVICE**

Item Code	Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
1	Destruction of Fingerprints	Per Request	\$57.52	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
2	Criminal Information Requests Employment	Per Request	\$48.67	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
3	Criminal Information Requests Volunteer	Per Request	\$17.70	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
3a	RCMP Finger Print Fee	Per Request	\$25.00	N	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
4	Incident Requests Level 1	Per Request	\$30.97	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
5	Incident Requests Level 2	Per Request	\$53.10	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
6	Local Police Records Check process	Per Request	\$88.50	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
7	Field Notes & Sketch Level 2 Investigation	Per Request	\$200.00	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
8	Field Notes & Sketch Level 3/4 Investigation	Per Request	\$300.00	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
9	Reconstruction Report Level 3 Investigation	Per Request	\$800.00	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
10	Reconstruction Report Level 4 Investigation	Per Request	\$1,327.43	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
11	Scale Diagram	Per Request	\$800.00	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
12	Executive Summary Report - Collision	Per Request	\$265.49	Y	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
13	FOI Application Fee	Per Request	\$5.00	N	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
14	FOI Fee Recovery - Documents	Per Page	\$0.20	N	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
15	FOI Fee Recovery - Shipping		Cost Recovery	N	D	N/A	January 1, 2018	DRPS Board By-law 11-2017
16	FOI Fee Recovery - Search Time	Per Hour	\$30.00	N	I/D	N/A	January 1, 2018	DRPS Board By-law 11-2017
17	FOI Fee Recovery - Computer Disc	Per Disc	\$10.00	N	I/D	N/A	January 1, 2018	DRPS Board By-law 11-2017
18	FOI Fee Recovery - Programming	Per Hour	\$60.00	N	I/D	N/A	January 1, 2018	DRPS Board By-law 11-2017
19	FOI Fee Recovery - Video & Audio Tapes FOI = Freedom of Information	Per Tape	\$10.00	N	I/D	N/A	January 1, 2018	DRPS Board By-law 11-2017
20	False Alarm Attendance	Per occurrence	\$175.00	Y	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
21	False Alarm Cancellation	Per occurrence	\$100.00	Y	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
22	False Alarm Attendance - No Service Agreement	Per occurrence	\$175.00	Y	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
23	Colour Photocopies (4 per page)	Each	\$20.00	Y	D	\$20.00	January 1, 2018	DRPS Board By-law 11-2017
24	Automated Fingerprint Identification (Tech 0704)	Hourly	\$66.11	Y	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
25	Automated Fingerprint Identification (D/CONS)	Hourly	\$79.60	Y	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
26	Additional Disclosure Tapes - Crown Office	Per occurrence	\$8.00	Y	D	\$8.00	January 1, 2018	DRPS Board By-law 11-2017

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**DURHAM REGIONAL POLICE SERVICE**

Item Code	Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
27	Standard Photocopying Charges	Per Page	\$0.25	Y	I	\$0.25	January 1, 2018	DRPS Board By-law 11-2017
28	Coloured Photocopying Charges	Per Page	\$20.00	Y	I	\$20.00	January 1, 2018	DRPS Board By-law 11-2017
29	Developing Photographs (plus 3rd party charges)	Per Photo	\$12.00	Y	I	\$12 + 3rd party	January 1, 2018	DRPS Board By-law 11-2017
30	Digital/Audio media on disc (inc. additional disclosure)	Per Hour	\$59.00	Y	I	\$54.00	January 1, 2018	DRPS Board By-law 11-2017
31	Videotape Footage	Flat Rate	\$40.00	Y	I	\$40.00	January 1, 2018	DRPS Board By-law 11-2017
32	Prisoner Escort - charge to Crown Attorney	Per Return	Cost Recovery	N	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
33	Officer Interview - Constable (Overtime rate)	Per Hour	\$104.99	Y	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
34	Officer Interview - Sergeant (Overtime rate)	Per Hour	\$118.23	Y	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
35	Pay Duties - Constable Rate	Per Hour	\$71.00	Y	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
36	Pay Duties - Sergeant Rate	Per Hour	\$80.00	Y	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
37	Pay Duties - Administration Fee		20.00%	Y	I	N/A	January 1, 2018	DRPS Board By-law 11-2017
38	Pay Duties - Vehicle Fee	Hourly	\$38.00	Y	I	\$100.00 (for the first 3 hrs)	January 1, 2018	DRPS Board By-law 11-2017

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**DURHAM REGION TRANSIT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Conventional Transit:</b>						
<b>Adult Fares</b>						
Adult Cash Fare		\$3.75	N	D	May 1, 2017	Report 2017-DRT-01
Adult Monthly Pass <sup>1</sup>		\$117.00	N	D	May 1, 2017	Report 2017-DRT-01
Adult 10-tickets		\$31.00	N	D	May 1, 2017	Report 2017-DRT-01
Adult PRESTO E-Purse		\$3.10	N	D	May 1, 2017	Report 2017-DRT-01
<sup>1</sup> Adult monthly pass is transferable provided it is not used at the same time (no pass back).						
<b>Youth Fares<sup>3</sup></b>						
Youth Cash Fare		\$3.75	N	D	May 1, 2017	Report 2017-DRT-01
Youth Monthly Pass		\$93.50	N	D	May 1, 2017	Report 2017-DRT-01
Youth 10-tickets		\$28.00	N	D	May 1, 2017	Report 2017-DRT-01
Youth PRESTO E-Purse		\$2.80	N	D	May 1, 2017	Report 2017-DRT-01
<sup>3</sup> Age 13 to 19 inclusive.						
<b>Senior Fares<sup>2</sup></b>						
Senior Cash Fare		\$2.50	N	D	May 1, 2017	Report 2017-DRT-01
Senior Monthly Pass		\$46.00	N	D	May 1, 2017	Report 2017-DRT-01
Senior 10-tickets		\$21.00	N	D	May 1, 2017	Report 2017-DRT-01
Senior PRESTO E-Purse		\$2.10	N	D	May 1, 2017	Report 2017-DRT-01
<sup>2</sup> Age 65 and over.						
<b>Child Fares<sup>4</sup></b>						
Child up to 5 yrs of age		Free	N	D	May 1, 2017	Report 2017-DRT-01
Child Cash Fare		\$2.50	N	D	May 1, 2017	Report 2017-DRT-01
Child Monthly Pass		\$65.00	N	D	May 1, 2017	Report 2017-DRT-01
Child 10-tickets		\$21.00	N	D	May 1, 2017	Report 2017-DRT-01
Child PRESTO E-Purse		\$2.10	N	D	May 1, 2017	Report 2017-DRT-01
<sup>4</sup> Age 6 to 12 inclusive (Age 5 and younger ride free).						
<b>GO Transit Co-Fare-link<sup>5</sup></b>						
Co-Fare Cash Fare ***		\$0.80	N	D	May 1, 2017	Report 2017-DRT-01
PRESTO Co-Fare		\$0.80	N	D	May 1, 2017	Report 2017-DRT-01
<sup>5</sup> Agreement with GO Transit where a reduced PRESTO and cash fare are accepted when presenting a valid PRESTO card, GO Transit day pass or single ride ticket.						
<b>Access Monthly Pass<sup>6</sup></b>						
		\$46.00	N	D	May 1, 2017	Report 2017-DRT-01
<sup>6</sup> Eligibility requirements for ODSP recipients						
<b>Universal Transit Pass (U-Pass)</b>	/semester	\$127.00	N	I	September 1, 2017	Report 2016-F-43

**THE REGIONAL MUNICIPALITY OF DURHAM  
2018 FEES AND CHARGES  
FINANCE DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Issuance of a permit to provide restricted access to the Nonquon Sewage Lagoon to bird watchers for the purpose of observing and studying birds</b>		\$10.00	N	D		Report 2009-F-61
<b>Processing of Dishonoured Payments</b>	/payment	\$48.00	N	I/D	January 1, 2018	Report 2017-COW-256
<b>Financial Administration Fee - Subdivision and Servicing Agreements</b>	/letter of credit registration	\$350.00	N	D		
- Subdivision and Servicing Agreements - with pay assurance	/letter of credit registration	\$475.00	N	D		Report 2007-J-39
<b>Interest Rate on Overdue Accounts Receivable</b> Rate to be applied to the outstanding balance of an account remaining unpaid after the due date of the invoice		1.25%		I		
<b>Development Charges:</b>						
<b>Residential Development Charges (3)</b>						
<b>Single and Semi Detached -</b>						
Region-Wide Charges						
Regional Roads	Per Unit	\$8,590.00	N	*	January 1, 2018	By-Law 16-2013
GO Transit	Per Unit	\$702.00	N	*	January 1, 2018	By-Law 86-2001
Regional Transit	Per Unit	\$1,143.00	N	*	January 1, 2018	By-Law 81-2017
Regional Police Services	Per Unit	\$656.00	N	*	January 1, 2018	By-Law 16-2013
Long Term Care	Per Unit	\$32.00	N	*	January 1, 2018	By-Law 16-2013
Emergency Medical Services	Per Unit	\$150.00	N	*	January 1, 2018	By-Law 16-2013
Health and Social Services	Per Unit	\$102.00	N	*	January 1, 2018	By-Law 16-2013
Development Related Studies	Per Unit	\$25.00	N	*	January 1, 2018	By-Law 16-2013
<b>Total</b>		\$11,400.00				
Regional Water Supply & Sanitary Sewer Charges						
Water Supply (1) (2)	Per Unit	\$7,873.00	N	*	January 1, 2018	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Unit	\$9,087.00	N	*	January 1, 2018	By-Law 16-2013
<b>Total of All Charges</b>		\$28,360.00				
<b>Medium Density Multiples -</b>						
Region-Wide Charges						
Regional Roads	Per Unit	\$6,902.00	N	*	January 1, 2018	By-Law 16-2013
GO Transit	Per Unit	\$622.00	N	*	January 1, 2018	By-Law 86-2001
Regional Transit	Per Unit	\$919.00	N	*	January 1, 2018	By-Law 81-2017
Regional Police Services	Per Unit	\$526.00	N	*	January 1, 2018	By-Law 16-2013
Long Term Care	Per Unit	\$24.00	N	*	January 1, 2018	By-Law 16-2013
Emergency Medical Services	Per Unit	\$121.00	N	*	January 1, 2018	By-Law 16-2013
Health and Social Services	Per Unit	\$82.00	N	*	January 1, 2018	By-Law 16-2013
Development Related Studies	Per Unit	\$20.00	N	*	January 1, 2018	By-Law 16-2013
<b>Total</b>		\$9,216.00				
Regional Water Supply & Sanitary Sewer Charges						
Water Supply (1) (2)	Per Unit	\$6,325.00	N	*	January 1, 2018	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Unit	\$7,301.00	N	*	January 1, 2018	By-Law 16-2013
<b>Total of All Charges</b>		\$22,842.00				

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Apartments -</b>						
<b>Two Bedrooms and Larger</b>						
Region-Wide Charges						
Regional Roads	Per Unit	\$4,990.00	N	*	January 1, 2018	By-Law 16-2013
GO Transit	Per Unit	\$441.00	N	*	January 1, 2018	By-Law 86-2001
Regional Transit	Per Unit	\$664.00	N	*	January 1, 2018	By-Law 81-2017
Regional Police Services	Per Unit	\$380.00	N	*	January 1, 2018	By-Law 16-2013
Long Term Care	Per Unit	\$18.00	N	*	January 1, 2018	By-Law 16-2013
Emergency Medical Services	Per Unit	\$87.00	N	*	January 1, 2018	By-Law 16-2013
Health and Social Services	Per Unit	\$58.00	N	*	January 1, 2018	By-Law 16-2013
Development Related Studies	Per Unit	\$15.00	N	*	January 1, 2018	By-Law 16-2013
Total		\$6,653.00				
Regional Water Supply & Sanitary Sewer Charges						
Water Supply (1) (2)	Per Unit	\$4,573.00	N	*	January 1, 2018	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Unit	\$5,279.00	N	*	January 1, 2018	By-Law 16-2013
Total of All Charges		\$16,505.00				
<b>One Bedroom and Smaller</b>						
Region-Wide Charges						
Regional Roads	Per Unit	\$3,252.00	N	*	January 1, 2018	By-Law 16-2013
GO Transit	Per Unit	\$262.00	N	*	January 1, 2018	By-Law 86-2001
Regional Transit	Per Unit	\$431.00	N	*	January 1, 2018	By-Law 81-2017
Regional Police Services	Per Unit	\$248.00	N	*	January 1, 2018	By-Law 16-2013
Long Term Care	Per Unit	\$11.00	N	*	January 1, 2018	By-Law 16-2013
Emergency Medical Services	Per Unit	\$57.00	N	*	January 1, 2018	By-Law 16-2013
Health and Social Services	Per Unit	\$38.00	N	*	January 1, 2018	By-Law 16-2013
Development Related Studies	Per Unit	\$9.00	N	*	January 1, 2018	By-Law 16-2013
Total		\$4,308.00				
Regional Water Supply & Sanitary Sewer Charges						
Water Supply (1) (2)	Per Unit	\$2,980.00	N	*	January 1, 2018	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Unit	\$3,440.00	N	*	January 1, 2018	By-Law 16-2013
Total of All Charges		\$10,728.00				
<b>Commercial Use Development Charges (3)</b>						
Water Supply (1) (2)	Per Sq. Ft. of Gross Floor Area	\$2.03	N	*	January 1, 2018	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Sq. Ft. of Gross Floor Area	\$5.67	N	*	January 1, 2018	By-Law 16-2013
Regional Roads	Per Sq. Ft. of Gross Floor Area	\$6.04	N	*	January 1, 2018	By-Law 16-2013
Regional Transit	Per Sq. Ft. of Gross Floor Area	\$0.54	N	*	January 1, 2018	By-Law 81-2017
TOTAL		\$14.28				
<b>Institutional Use Development Charges (3)</b>						
Water Supply (1) (2)	Per Sq. Ft. of Gross Floor Area	\$0.77	N	*	January 1, 2018	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Sq. Ft. of Gross Floor Area	\$1.58	N	*	January 1, 2018	By-Law 16-2013
Regional Roads	Per Sq. Ft. of Gross Floor Area	\$6.37	N	*	January 1, 2018	By-Law 16-2013
Regional Transit	Per Sq. Ft. of Gross Floor Area	\$0.54	N	*	January 1, 2018	By-Law 81-2017
TOTAL		\$9.26				

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Industrial Use Development Charges (3)</b>						
Water Supply (1) (2)	Per Sq. Ft. of Gross Floor Area	\$2.41	N	*	January 1, 2018	By-Law 16-2013
Sanitary Sewerage (1) (2)	Per Sq. Ft. of Gross Floor Area	\$5.04	N	*	January 1, 2018	By-Law 16-2013
Regional Roads	Per Sq. Ft. of Gross Floor Area	\$3.62	N	*	January 1, 2018	By-Law 16-2013
Regional Transit	Per Sq. Ft. of Gross Floor Area	\$0.54	N	*	January 1, 2018	By-Law 81-2017
TOTAL		\$11.61				
<b>Carruthers Creek Service Area Development Charges (3)</b>						
Water Supply	Per Net Developable Hectare	\$40,039.00	N	*	July 1, 2017	By-Law 18-2013
Sanitary Sewerage	Per Net Developable Hectare	\$15,560.00	N	*	July 1, 2017	By-Law 17-2013
<b>Seaton Service Area Seaton Residential Area Specific Development Charges (3) (4)</b>						
<u>Single and Semi Detached - Sanitary Sewerage</u>						
Seaton Landowners Constructed DCs	Per Unit	\$2,576.00	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Unit	\$1,394.00	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$2,203.00	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$6,173.00				
<u>Water Supply</u>						
Seaton Landowners Constructed DCs	Per Unit	\$2,749.00	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Unit	\$4,128.00	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$3,582.00	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Water Supply		\$10,459.00				
TOTAL		\$16,632.00				
<b>Medium Density Multiples - Sanitary Sewerage</b>						
Seaton Landowners Constructed DCs	Per Unit	\$2,043.00	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Unit	\$1,106.00	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$1,747.00	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$4,896.00				
<u>Water Supply</u>						
Seaton Landowners Constructed DCs	Per Unit	\$2,182.00	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Unit	\$3,275.00	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$2,841.00	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Water Supply		\$8,298.00				
TOTAL		\$13,194.00				
<b>Apartments - Sanitary Sewerage</b>						
Seaton Landowners Constructed DCs	Per Unit	\$1,176.00	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Unit	\$638.00	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$1,007.00	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$2,821.00				
<u>Water Supply</u>						
Seaton Landowners Constructed DCs	Per Unit	\$1,257.00	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Unit	\$1,886.00	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs	Per Unit	\$1,636.00	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Water Supply		\$4,779.00				
TOTAL		\$7,600.00				

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Non-Institutional Use Development Charges (3) (5)</b>						
<u>Sanitary Sewerage</u>						
Seaton Landowners Constructed DCs	Per Sq. Ft. of Gross Floor Area	\$0.80	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Sq. Ft. of Gross Floor Area	\$0.44	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs (6)	Per Sq. Ft. of Gross Floor Area	\$1.63	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$2.87				
<u>Water Supply</u>						
Seaton Landowners Constructed DCs	Per Sq. Ft. of Gross Floor Area	\$0.29	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Sq. Ft. of Gross Floor Area	\$0.44	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs (6)	Per Sq. Ft. of Gross Floor Area	\$1.12	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Water Supply		\$1.85				
TOTAL		\$4.72				
<b>Institutional Use Development Charges (3) (5)</b>						
<u>Sanitary Sewerage</u>						
Seaton Landowners Constructed DCs	Per Sq. Ft. of Gross Floor Area	\$0.28	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Sq. Ft. of Gross Floor Area	\$0.15	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs (6)	Per Sq. Ft. of Gross Floor Area	\$0.57	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$1.00				
<u>Water Supply</u>						
Seaton Landowners Constructed DCs	Per Sq. Ft. of Gross Floor Area	\$0.09	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Sq. Ft. of Gross Floor Area	\$0.15	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs (6)	Per Sq. Ft. of Gross Floor Area	\$0.40	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Water Supply		\$0.64				
TOTAL		\$1.64				
<b>Prestige Employment Land Area Development Charges (3) (5)</b>						
<u>Sanitary Sewerage</u>						
Seaton Landowners Constructed DCs	Per Net Hectare	\$39,282.00	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Net Hectare	\$21,245.00	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs (6)	Per Net Hectare	\$79,627.00	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Sanitary Sewerage		\$140,154.00				
<u>Water Supply</u>						
Seaton Landowners Constructed DCs	Per Net Hectare	\$14,015.00	N	*	July 1, 2017	By-Law 19-2013
Regional Seaton Specific DCs	Per Net Hectare	\$20,983.00	N	*	July 1, 2017	By-Law 19-2013
Regional Attributions DCs (6)	Per Net Hectare	\$54,802.00	N	*	July 1, 2017	By-Law 19-2013
Subtotal - Water Supply		\$89,800.00				
TOTAL		\$229,954.00				
* Development charges are collected by the Area Municipality and remitted to the Region.						
(1) These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.						
(2) The water and sewer component of the residential and non-residential development charge is not applicable to lands developed within the Seaton Community.						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**FINANCE DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<p>(3) All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index</p> <p>(4) Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services and Development Related Studies are also payable.</p> <p>(5) Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.</p> <p>(6) An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$1.76 / sq. ft. for non-institutional, \$0.33 / sq. ft. for institutional and \$166,593 per net hectare for prestige employment lands.</p>						



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
<b>MONTHLY WATER AND SEWAGE USAGE RATE SCHEDULE</b>							
<b>VOLUMETRIC CHARGES</b>							
Metered Rates (based on water consumption volume)							
All Usage by Residential Customers Billed at First Block Rates							
First Block:							
0 to 45 cubic metres/month	/cubic metre	\$1.100	\$1.760	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
0 to 10,000 gallons/month	/1,000 gallons	\$4.999	\$8.001	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
0 to 1,600 cubic feet/month	/100 cubic feet	\$3.114	\$4.985	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Second Block:							
46 to 4,500 cubic metres/month	/cubic metre	\$0.935	\$1.549	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
10,001 to 1,000,000 gallons/month	/1,000 gallons	\$4.251	\$7.041	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
1,601 to 160,000 cubic feet/month	/100 cubic feet	\$2.648	\$4.387	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Third Block:							
Over 4,500 cubic metres/month	/cubic metre	\$0.859	\$1.302	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Over 1,000,000 gallons/month	/1,000 gallons	\$3.903	\$5.917	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Over 160,000 cubic feet/month	/100 cubic feet	\$2.432	\$3.686	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Water Meters Servicing Multiple Units:							
For multiple units, the consumption block limits are calculated by multiplying the above consumption block limits by the number of units.							
Volumetric Sewer Surcharge Rates:							
The volumetric Sewer Surcharge Rates are calculated based on the following surcharge on the Regional metered water rates:							
First Block	160.1%						
Second Block	165.6%						
Third Block	151.6%						
<b>BASIC SERVICE CHARGES</b>							
Metered Service Charge: (\$/Month)							
Standard Meter (17 to 19 mm)		\$18.48	-	N	I	January 1, 2018	By-Law 80-2017
25 mm (1 inch)		\$37.56	-	N	I	January 1, 2018	By-Law 80-2017
38 mm (1 1/2 inches)		\$79.94	-	N	I	January 1, 2018	By-Law 80-2017
51 mm (2 inches)		\$172.65	-	N	I	January 1, 2018	By-Law 80-2017
76 mm (3 inches)		\$303.49	-	N	I	January 1, 2018	By-Law 80-2017
102 mm (4 inches)		\$603.48	-	N	I	January 1, 2018	By-Law 80-2017
152 mm (6 inches)		\$1,121.59	-	N	I	January 1, 2018	By-Law 80-2017
203 mm (8 inches)		\$1,912.07	-	N	I	January 1, 2018	By-Law 80-2017
254 mm (10 inches)		\$3,111.48	-	N	I	January 1, 2018	By-Law 80-2017
Service Charge:	/year	-	\$82.80	N	I	January 1, 2018	By-Law 79-2017
	/quarter	-	\$20.70	N	I	January 1, 2018	By-Law 79-2017
	/month	-	\$6.90	N	I	January 1, 2018	By-Law 79-2017

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
Minimum Charge: (\$/Month)	25 mm (1 inch)	\$63.00	-	N	I	January 1, 2018	By-Law 80-2017
	38 mm (1 1/2 inches)	\$120.00	-	N	I	January 1, 2018	By-Law 80-2017
	51 mm (2 inches)	\$231.00	-	N	I	January 1, 2018	By-Law 80-2017
	76 mm (3 inches)	\$396.00	-	N	I	January 1, 2018	By-Law 80-2017
	102 mm (4 inches)	\$781.00	-	N	I	January 1, 2018	By-Law 80-2017
	152 mm (6 inches)	\$1,427.00	-	N	I	January 1, 2018	By-Law 80-2017
	203 mm (8 inches)	\$2,345.00	-	N	I	January 1, 2018	By-Law 80-2017
	254 mm (10 inches)	\$3,714.00	-	N	I	January 1, 2018	By-Law 80-2017
	Minimum Charge: No minimum charge for standard meter customers All other customers (for meters 25 mm or larger)	per month	-	\$47.00	N	I	January 1, 2018
Unmetered Fire Line Service Charge:	25 mm (1 inch)	\$14.27	-	N	I	January 1, 2018	By-Law 80-2017
	38 mm (1 1/2 inches)	\$19.18	-	N	I	January 1, 2018	By-Law 80-2017
	51 mm (2 inches)	\$37.13	-	N	I	January 1, 2018	By-Law 80-2017
	64 mm (2 1/2 inches)	\$49.20	-	N	I	January 1, 2018	By-Law 80-2017
	76 mm (3 inches)	\$65.22	-	N	I	January 1, 2018	By-Law 80-2017
	102 mm (4 inches)	\$130.46	-	N	I	January 1, 2018	By-Law 80-2017
	127 mm (5 inches)	\$175.17	-	N	I	January 1, 2018	By-Law 80-2017
	152 mm (6 inches)	\$240.90	-	N	I	January 1, 2018	By-Law 80-2017
	203 mm (8 inches)	\$401.40	-	N	I	January 1, 2018	By-Law 80-2017
	254 mm (10 inches)	\$640.52	-	N	I	January 1, 2018	By-Law 80-2017
	305 mm (12 inches)	\$903.10	-	N	I	January 1, 2018	By-Law 80-2017
<b>FLAT RATE</b>	/year/unit	\$521.76	\$562.92	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
	/quarter/unit	\$130.44	\$140.73	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
	/month/unit	\$43.48	\$46.91	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
<b>RAW WATER</b>	/1,000 gallons	\$1.368	-	N	I	January 1, 2018	By-Law 80-2017
	/cubic metre	\$0.301	-	N	I	January 1, 2018	By-Law 80-2017

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
<b>SERVICE CONNECTION RELATED CHARGES</b>							
Water Service Connection Charges, for single family and semi-detached residential lots including those for pre-install stubs:							
a) 19 mm (3/4") diameter							
Base Rate - Apr 1 - Nov 30		\$3,344.00	-	N	D	January 1, 2018	By-Law 80-2017
Winter Rate - Dec 1 - Mar 31		\$4,383.00	-	N	D	January 1, 2018	By-Law 80-2017
b) 25 mm (1") diameter							
Base Rate - Apr 1 - Nov 30		\$3,901.00	-	N	D	January 1, 2018	By-Law 80-2017
Winter Rate - Dec 1 - Mar 31		\$5,032.00	-	N	D	January 1, 2018	By-Law 80-2017
Water Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings:							
- 19 mm (3/4") diameter minimum charge		Actual cost	-	N	D	January 1, 2018	By-Law 80-2017
- 25 mm (1") diameter minimum charge		\$3,344.00	-			January 1, 2018	By-Law 80-2017
		\$3,901.00	-			January 1, 2018	By-Law 80-2017
Inspection of an installation of a separate fire line on private property		\$125.00	-	N	D	January 1, 2018	By-Law 80-2017
Sanitary Sewer Service Connection Charges for single family and semi-detached residential lots including those created by severance and pre-install stubs:							
100 or 125 mm (4 or 5") diameter							
Base Rate - Apr 1 - Nov 30		-	\$3,843.00	N	D	January 1, 2018	By-Law 79-2017
Winter Rate - Dec 1 - Mar 31		-	\$5,005.00	N	D	January 1, 2018	By-Law 79-2017
Sanitary Sewer Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings:							
Minimum Charge		-	Actual cost	N	D	January 1, 2018	By-Law 79-2017
		-	\$3,843.00			January 1, 2018	By-Law 79-2017
Storm Sewer Service Connections:							
Minimum Charge		-	Actual cost	N	D	January 1, 2018	By-Law 79-2017
		-	\$3,843.00			January 1, 2018	By-Law 79-2017
Reuse of Water/Sewer Service Connection where building has been or will be demolished or removed:							
(a) Inspection fee		\$125.00	\$125.00	N	D	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
(b) Where a disused Water/Sewer Service Connection is to be replaced by the Region		see above service connection charges					
Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections							
		Actual cost	Actual cost	N	D	January 1, 2018	By-Law 79-2017 / By-Law 80-2017

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
<b>FRONTAGE CHARGES</b>							
<b>(See Note (1), (2), (3), (4) and (5) below)</b>							
Standard 150 mm (6") diameter Watermain (Note 3)							
i) Cash cost (standard)	/metre	\$296.00	-	N	D	January 1, 2018	By-Law 80-2017
	/foot	\$90.22	-	N	D	January 1, 2018	By-Law 80-2017
ii) Per annum (Note 2)	/metre	\$40.22	-	N	D	January 1, 2018	By-Law 80-2017
	/foot	\$12.26	-	N	D	January 1, 2018	By-Law 80-2017
Standard 200 mm (8") diameter Watermain							
i) Cash cost (standard)	/metre	\$344.00	-	N	D	January 1, 2018	By-Law 80-2017
	/foot	\$104.85	-	N	D	January 1, 2018	By-Law 80-2017
ii) Per annum (Note 2)	/metre	\$46.74	-	N	D	January 1, 2018	By-Law 80-2017
	/foot	\$14.25	-	N	D	January 1, 2018	By-Law 80-2017
Standard 300 mm (12") diameter Watermain							
i) Cash cost (standard)	/metre	\$381.00	-	N	D	January 1, 2018	By-Law 80-2017
	/foot	\$116.13	-	N	D	January 1, 2018	By-Law 80-2017
ii) Per annum (Note 2)	/metre	\$51.77	-	N	D	January 1, 2018	By-Law 80-2017
	/foot	\$15.78	-	N	D	January 1, 2018	By-Law 80-2017
Standard 200 mm (8") diameter Sanitary sewer (Note 3)							
i) Cash cost (standard)	/metre	-	\$331.00	N	D	January 1, 2018	By-Law 79-2017
	/foot	-	\$100.89	N	D	January 1, 2018	By-Law 79-2017
ii) Per annum (Note 2)	/metre	-	\$44.97	N	D	January 1, 2018	By-Law 79-2017
	/foot	-	\$13.71	N	D	January 1, 2018	By-Law 79-2017
Standard 250 mm (10") diameter Sanitary sewer							
i) Cash cost (standard)	/metre	-	\$378.00	N	D	January 1, 2018	By-Law 79-2017
	/foot	-	\$115.21	N	D	January 1, 2018	By-Law 79-2017
ii) Per annum (Note 2)	/metre	-	\$51.36	N	D	January 1, 2018	By-Law 79-2017
	/foot	-	\$15.75	N	D	January 1, 2018	By-Law 79-2017
Standard 300 mm (12") diameter Sanitary sewer							
i) Cash cost (standard)	/metre	-	\$421.00	N	D	January 1, 2018	By-Law 79-2017
	/foot	-	\$128.32	N	D	January 1, 2018	By-Law 79-2017
ii) Per annum (Note 2)	/metre	-	\$57.20	N	D	January 1, 2018	By-Law 79-2017
	/foot	-	\$17.43	N	D	January 1, 2018	By-Law 79-2017
Note (1) - Customers requiring non-standard main sizes charged actual cost							
Note (2) - Bases of per annum charges: Repayment period = 10 years Annual Interest rate = 6%							
Note (3) - Residential frontage charges to be assessed on the basis of a standard 150 mm (6") diameter watermain and a standard 200 mm diameter sanitary sewer							
Note (4) - Any frontage charges for non-standard main sizes, or any extraordinary circumstances, be assessed by the Commissioners of Finance and Works on a case by case basis to maximize full recovery							
Note (5) - Rate may vary if estimated construction costs vary significantly from the rates noted above							

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
<b>MISCELLANEOUS CHARGES</b>							
<b>Water Shut Off/Turn On</b>							
<b>Initiated by Customer:</b>							
During normal Regional working hours:							
Shut Water Off		\$80.00	-	N	I	January 1, 2018	By-Law 80-2017
Turn Water On		\$80.00	-	N	I	January 1, 2018	By-Law 80-2017
Shut Off and Turn On During Same Call		\$80.00	-	N	I	January 1, 2018	By-Law 80-2017
After normal Regional working hours:							
Shut Water Off		\$115.00	-	N	I	January 1, 2018	By-Law 80-2017
Turn Water On		\$115.00	-	N	I	January 1, 2018	By-Law 80-2017
Shut Off and Turn On During Same Call		\$115.00	-	N	I	January 1, 2018	By-Law 80-2017
<b>Initiated by Region:</b>							
For failure by the Customer to arrange with the Region for meter installation, replacement, repair or inspection or meter reading	off or on, each	\$80.00	-	N	I	January 1, 2018	By-Law 80-2017
For Water Shut Off Notification prior to shut off action being taken		\$39.00	\$39.00	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
For Water Shut Off due to collection action for non-payment of Water/Sewer bill, or any Regional invoice, or for violation of any provision of the WaterSystem/Sewer System By-laws (water not necessarily shut off)		\$94.00	\$94.00	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Turn Water On		\$80.00	\$80.00	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Standby charge while water service is shut off but not disconnected		Standard Service Charge	-	N	I	January 1, 2018	By-Law 80-2017
<b>Testing of a Water Meter:</b>							
<b>Initiated by Customer:</b>							
Deposit		\$210.00	-	N	I	January 1, 2018	By-Law 80-2017
Fee where the meter is found to measure the flow of water within or below AWWA specifications							
Up to a maximum size of 25 mm		\$210.00	-	N	I	January 1, 2018	By-Law 80-2017
Over 25 mm		Actual Cost	-	N	I	January 1, 2018	By-Law 80-2017
Fee if meter is found to measure the flow of water above AWWA specifications		No charge	-			January 1, 2018	By-Law 80-2017
Unmetered water used for construction (building purposes)	/service	\$146.00	-	N	I	January 1, 2018	By-Law 80-2017
Drawing Regional water from hydrants for purposes other than fire protection							
i) Area Municipalities	/cubic metre	\$3.73	-	N	I/D	January 1, 2018	By-Law 80-2017
	/1000 gallons	\$16.95	-	N	I/D	January 1, 2018	By-Law 80-2017
ii) Others	/cubic metre	\$3.73	-	N	I/D	January 1, 2018	By-Law 80-2017
	/1000 gallons	\$16.95	-	N	I/D	January 1, 2018	By-Law 80-2017
Deposit		\$1,200.00	-	N	I/D	January 1, 2018	By-Law 80-2017
Administration Fee		\$128.00	-	N	I/D	January 1, 2018	By-Law 80-2017
Minimum Charge	/month	\$1,200.00	-	N	I/D	January 1, 2018	By-Law 80-2017
Valve Installation/removal		\$104.00	-	N	I/D	January 1, 2018	Report 2017-COW-96
Repair or replacement of frozen, damaged or missing water meters							
Up to a maximum size of 19 mm (3/4")		\$210.00	-	N	I	January 1, 2018	By-Law 80-2017
Over 19 mm (3/4")		Actual Cost	-	N	I	January 1, 2018	By-Law 80-2017
Thawing of service pipes		No charge	-			January 1, 2018	By-Law 80-2017
Thawing of private hydrants or unmetered fire lines		Actual Cost	-	N	I	January 1, 2018	By-Law 80-2017
Cleaning sanitary sewer services		-	No charge			January 1, 2018	By-Law 79-2017

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**UTILITY FINANCE - WATER AND SANITARY SEWER USER RATES**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$ Water	\$ Sewer				
Repair to or renewal of sanitary building sewers		-	No charge			January 1, 2018	By-Law 79-2017
Supplying Statement of Account	/statement	\$34.00	\$34.00	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Charge for Regional Solicitor providing information		\$92.00	\$92.00	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Processing of dishonoured payments	/payment	\$48.00	\$48.00	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Account Payment Transfer Fee	/transfer	\$10.50	\$10.50	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Change of Occupancy Charge	/customer	\$42.00	\$42.00	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Charge for late payment of Water/Sewer Surcharge Rates		2%	2%			January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Lien Administration Fee		\$74.00	\$74.00	N	I	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Installation and removal of anti-tampering devices on fire hydrants & curb stops		\$138.00	-	N	I	January 1, 2018	By-Law 80-2017
Water from Water Supply Plants, Water Pollution Control Plants and Works Depots	/cubic metre	\$3.00	-	N	I/D	January 1, 2018	By-Law 80-2017
	/1000 gallons	\$13.64	-	N	I/D	January 1, 2018	By-Law 80-2017
- Minimum Volume Charge	per month	\$52.10	-			January 1, 2018	By-Law 80-2017
- Occasional Users - Flat Rate		\$37.70	-	N	I/D	January 1, 2018	By-Law 80-2017
- Account Administration Fee	per year	\$123.40	-	N	I/D	January 1, 2018	By-Law 80-2017
- Key deposit		\$210.10	-	N	I/D	January 1, 2018	By-Law 80-2017
- Refundable on return of key		\$174.40	-	N	I/D	January 1, 2018	By-Law 80-2017
- Swipe card		\$35.00	-	N	I/D	January 1, 2018	By-Law 80-2017
Fire Flow tests:							
- Full test (May 1 - Oct. 31)		\$467.20	-	N	D	January 1, 2018	By-Law 80-2017
- Full test (Nov. 1- Apr. 30)		\$812.90	-	N	D	January 1, 2018	By-Law 80-2017
- Opening Hydrants (May 1 - Oct. 31)		\$320.30	-	N	D	January 1, 2018	By-Law 80-2017
- Opening hydrant (Nov. 1 - Apr. 30)		\$652.80	-	N	D	January 1, 2018	By-Law 80-2017
Sewage surcharge and Compliance Agreements		-	\$1,885.00	N	I	January 1, 2018	By-Law 79-2017
Disposal of Septic Tank and Holding Tank Waste and the disposal of Water Pollution Control Plant Sludges:							
(a) Hauled Domestic Waste	/cubic metre	-	\$19.56	N	D	January 1, 2018	By-Law 79-2017
	/1000 gallons	-	\$88.93	N	D	January 1, 2018	By-Law 79-2017
(b) Water Pollution Control Plant Sludges Discharged into the York/Durham System	/cubic metre	-	\$16.19	N	I/D	January 1, 2018	By-Law 79-2017
	/1000 gallons	-	\$73.59	N	I/D	January 1, 2018	By-Law 79-2017
(c) Annual charge for registration of Haulers (up to 10 vehicles)		-	\$175.00	N	I/D	January 1, 2018	By-Law 79-2017
Additional stickers, if more than 10 vehicles, or replacement stickers	/sticker	-	\$10.20	N	I/D	January 1, 2018	By-Law 79-2017
(d) ICI Sector areas (discharge up to 50,000 gallons)		-	\$522.75	N	I/D	January 1, 2018	By-Law 79-2017
(e) ICI Sector areas (discharges of 50,001 to 100,000 gallons)		-	\$1,024.59	N	I/D	January 1, 2018	By-Law 79-2017
Copies of By-Laws Water System, Sewer System and Sewer use (+ Applicable taxes)	/copy	\$20.10	\$20.10	Y	D	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Fee for transferring outstanding balances to a third party collection agency		Actual Cost	Actual Cost	N	I/D	January 1, 2018	By-Law 79-2017 / By-Law 80-2017
Sewer TV inspection Reports and Videos (+ Applicable taxes)	/report or video	-	\$20.43	Y	D	January 1, 2018	By-Law 79-2017
Sewer Use By-Law Agreement extra strength waste cost	/kg	-	\$0.53	N	I	January 1, 2018	
Sewer Appeal Application	/request	-	\$750.00	N	I	January 1, 2018	By-Law 79-2017

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**HEALTH DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Region of Durham Paramedic Services (RDPS):</b> Special Events Coverage - 3 hour minimum	/hour	\$180.00	Y	I/D	April 1, 2018	Agreement signed for each event
Release of Ambulance Call Report to Lawyers and Insurance firms	/report	\$100.00	Y	D	January 1, 2013	Flat rate per request
<b>Sexual Health Clinics:</b> Sale of Contraceptives						
Oral Contraceptives -						
Alesse (28)	/package	\$7.50	N	D		
Marvelon (28)	/package	\$10.00	N	D		
Min-Ovral (28)	/package	\$7.50	N	D		
Select 1/35 (28)	/package	\$7.50	N	D		
Tri-Cyclen Lo (28)	/package	\$7.00	N	D		
Contraceptive Devices -						
Evra	/package	\$10.00	N	D		
Plan B	/package	\$12.00	N	D		
Nuvaring	each	\$10.00	N	D		
Medication -						
Fluconazole	/package	\$10.50	N	D		
Gardasil HPV Vaccine	/dose	\$144.00	N	D		

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**HEALTH DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Environmental Health:</b>						
<b>Building Code Act</b>						
<b>Ontario Building Code (OBC) Activities -</b>						
Building Permit for a Private Sewerage System						
Single Family Dwelling		\$927.00	N	D	April 1, 2018	By-Law 18-98
Non-Residential/Institutional <4,500 L/day		\$927.00	N	D	April 1, 2018	By-Law 18-98
Large Commercial/Industrial >4,500 - 10,000 L/day		\$1,971.00	N	D	April 1, 2018	By-Law 18-98
Building Permit for Class 2 and 3 septic systems and treatment unit/septic tank replacement only		\$464.00	N	D	April 1, 2018	By-Law 18-98
Building Additions		\$224.00	N	D	April 1, 2018	By-Law 18-98
Building Permit for sewage system extensions (1year)	Per application	\$173.00	N	D	April 1, 2018	By-Law 18-98
<b>Region Activities -</b>						
Lot Consents (Severances)	Per lot	\$521.00	N	D	April 1, 2018	By-Law 19-98
Draft Plans of Subdivision (new)	Per lot creation	\$376.00	N	D	April 1, 2018	By-Law 19-98
Draft Plans of Subdivision that had not received draft approval and application processed prior to 1998 requiring reassessment	Per lot creation	\$376.00	N	D	April 1, 2018	By-Law 19-98
Draft Plans of Subdivision that had received draft plan approval and application processed prior to 1998 requiring reassessment	Per lot creation	\$260.00	N	D	April 1, 2018	By-Law 19-98
Rezoning, Official Plan Amendments, Minor Variances, Site-servicing Plans	Per application	\$260.00	N	D	April 1, 2018	By-Law 19-98
Lawyers' Written Requests	Per application	\$260.00	N	D	April 1, 2018	By-Law 19-98
Peer Review	Per initial report	\$260.00	N	D	April 1, 2018	By-Law 19-98
	Per follow-up report(s)	\$112.00	N	D	April 1, 2018	By-Law 19-98



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**HEALTH DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Foodhandlers Training / Certification</b>						
- Course and exam only		\$20.00	N	D	April 1, 2007	
- Course, Manual and exam		\$40.00	N	D	April 1, 2007	
- Manual and exam		\$25.00	N	D	April 1, 2007	
- Challenge Exam		\$10.00	N	D	April 1, 2007	
- Manual only		\$20.00	N	D	April 1, 2007	
<b>Foodhandlers Training / Certification - Secondary Schools</b>		\$10.00	N	D	April 1, 2007	
<b>Lawyers' Written Requests</b> (sale/purchase) for premises routinely inspected by Public Health	per premises	\$110.62	Y	D		
<b>Public Health:</b> Fridge Thermometers		\$30.00	Y	I/D		

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Regional Official Plan Amendment (ROPA):</b>						
Minor Regional Official Plan Amendment		\$7,000.00	N	D	July 1, 2016	By-Law 24-2016
Major Regional Official Plan Amendment		\$20,000.00	N	D	July 1, 2016	By-Law 24-2016
Reactivation (following 3 years of ROPA inactivity)		\$2,500.00	N	D	July 1, 2016	By-Law 24-2016
*Plus applicable publication costs associated with notice requirements		Actual Cost (\$1,000 deposit)		D	July 1, 2016	By-Law 24-2016
<b>Area Municipal Official Plan Amendment (AMOPA)</b>						
Review		\$2,000.00	N	D	July 1, 2016	By-Law 24-2016
Approval (non-exempt applications only)		\$4,000.00	N	D	July 1, 2016	By-Law 24-2016
<b>Plan of Subdivision and Condominium:</b>						
Non-Delegated Municipalities (Brock, Scugog and Uxbridge)						
Application		\$4,500.00	N	D	July 1, 2016	By-Law 24-2016
Per unit for units in excess of 50		\$100.00	N	D	July 1, 2016	By-Law 24-2016
Revision/Amendment		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Final Approval (per phase)		\$1,125.00	N	D	July 1, 2016	By-Law 24-2016
Delegated Municipalities (Ajax, Clarington, Oshawa, Pickering and Whitby)						
Subdivision Review		\$3,000.00	N	D	July 1, 2016	By-Law 24-2016
Standard/Leasehold Condo Review		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Common Element Condo Review		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016
Phased Condo Review		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Vacant Land Condo Review		\$3,000.00	N	D	July 1, 2016	By-Law 24-2016
Condominium Conversion Review		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Revision/Redline/Amendment/Change of Conditions Review		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Clearance Letter		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016
<b>Part-Lot Control Exemption By-Law Applications:</b>						
Review (Ajax, Clarington, Oshawa, Pickering and Whitby)		\$500.00	N	D	July 1, 2016	By-Law 24-2016
Approval (Brock, Uxbridge and Scugog)		\$250.00	N	D	July 1, 2016	By-Law 24-2016
Per unit for units in excess of 5		\$100.00	N	D	July 1, 2016	By-Law 24-2016
<b>Rezoning Applications/Zoning By-laws (not related to another Planning Division review)</b>						
Standard Review		\$1,500.00	N	D	July 1, 2016	By-Law 24-2016
Minor Review		\$500.00	N	D	July 1, 2016	By-Law 24-2016
<b>Land Division:</b>						
Application		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016
Review		\$300.00	N	D	July 1, 2016	By-Law 24-2016
Special Meeting		\$500.00	N	D	July 1, 2016	By-Law 24-2016
Tabling application (at applicants request)		\$150.00	N	D	July 1, 2016	By-Law 24-2016
Stamping		\$750.00	N	D	July 1, 2016	By-Law 24-2016
Re-stamping		\$250.00	N	D	July 1, 2016	By-Law 24-2016
<b>Tree By-law Applications:</b>						
Good Forestry Practices Permit		\$50.00	N	D	September 1, 2012	By-Law 31-2012
Minor Clear Cutting Permit (Between 0.1 Ha and 1 Ha)		\$75.00	N	D	September 1, 2012	By-Law 31-2012
Major Clear Cutting Permit (Greater than 1 Ha)*		\$100.00	N	D	September 1, 2012	By-Law 31-2012
*Plus applicable publication costs associated with notice requirements		Actual Cost	Y	I	September 1, 2012	By-Law 31-2012
<b>Other Fees:</b>						
Preparation of Record to Ontario Municipal Board		\$250.00	N	D	July 1, 2016	By-Law 24-2016
Non-Potable Request		\$500.00	N	D	July 1, 2016	By-Law 24-2016
Type 1 Ministry of the Environment and Climate Change Environmental Compliance Approval		\$300.00	N	D	July 1, 2016	By-Law 24-2016
Type 2 Ministry of the Environment and Climate Change Environmental Compliance Approval		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016
Review of Ministry of the Environment and Climate Change Renewable Energy Approval Application		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016
Review of Ministry of Municipal Affairs and Housing Minister's Zoning Order Amendment Application		\$1,000.00	N	D	July 1, 2016	By-Law 24-2016

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Publication costs</b> associated with notice requirements of the Planning Act		Actual Cost	Y	I	July 1, 2016	By-Law 24-2016
<b>Publications:</b>						
Official Plan		\$60.00	Y	I/D	July 1, 2008	By-Law 41-2008
Official Plan Land Use A Composite		\$25.00	Y	I/D	July 1, 2008	By-Law 41-2008
Official Plan Land Use Schedules		\$5.00	Y	I/D	January 1, 2014	
Roads Maps (28"X38")		\$6.50	Y	I/D	November 1, 2007	
Regional Infrastructure Map		\$6.50	Y	I/D	March 1, 2011	
Tree By-Law		\$5.00	Y	I/D	July 1, 2016	
Copies of Historic Aerial Photographs		\$20.00	Y	I/D	November 1, 2007	
Other Publications not listed here		Printing Cost	Y	I/D	January 1, 2011	
<b>Transportation Planning Model Projections</b>	/horizon year	\$100.00	Y	I	April 3, 2013	Report 2013-P-26
<b>Custom Cartography Charges</b>						
<b>Standard Orthophotography Map (site specific)</b> (Includes orthophotography, parcels, roads and labels)		\$35.00	Y	I/D	February 1, 2012	
<b>Topographic Map (site specific)</b> (Includes parcel fabric, roads, drainage, contours and labels)		\$35.00	Y	I/D	February 1, 2012	
<b>Custom Mapping</b> All mapping is provided in digital PDF format. Printed copies are available for an extra charge of \$10.00 + HST		Please contact the Planning Division for a quote				
<b>Photocopies</b>	/page	\$0.68	Y	I/D	July 1, 2008	By-Law 41-2008
<b>Administration Charge</b> Includes data, research and information requests for items not listed here		Please contact the Planning Division for a quote				
<b>Shipping and Handling Charges</b> Maps, Publications and Requests that require shipping		\$10.50	Y	I/D	January 1, 2011	
<b>Advertising Spaces in Brochures - Discovery Guide</b>						
Full colour listing with a 50 word informative listing	Full Page	\$2,955.00	Y	I	October 2007	**
Outside Back Cover	Full Page	\$3,770.00	Y	I	October 2007	**
Inside Covers (Front or Back)	Full Page	\$3,300.00	Y	I	October 2007	**
	Half Page	\$1,580.00	Y	I	October 2007	**
	1/4 Page	\$880.00	Y	I	October 2007	**
	1/8 Page	\$460.00	Y	I	October 2007	**
Listings without the purchase of advertising space	/listing	\$255.00	Y	I	October 2007	**
Additional Listing - with purchase of 1/2 page or larger	/listing	\$75.00	Y	I	October 2007	**
Bed & Breakfast Listing	/listing	\$100.00	Y	I	October 2007	**
** rates are for the 2018 Discovery Guide. Prices for the 2019 Guide will be determined in August 2018.						
<b>Co-operative Advertising</b> Based on specific opportunity (as they arise)		Varies	Y	I	January 2016	
<b>Workshop / Seminars / Events</b> (as they arise)		Varies	Y	I	January 2016	
<b>Processing of Applications for Exemption under the Retail Business Holidays Act</b>						
(a) Businesses larger than 223 square metres or applications involving more than one business	Per Application	\$1,500.00	N	D	November 2011	Retail Business Holidays Act
		Plus advertising costs (\$1,000 deposit)				
(b) Individual businesses under 223 square metres	Per Application	\$500.00	N	D	November 2011	Retail Business Holidays Act
		Plus advertising costs (\$1,000 deposit)				

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**SOCIAL SERVICES DEPARTMENT - CHILDREN'S SERVICES**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Per Diem Rate for Regional Directly Operated Child Care Centres (Ajax, Edna Thomson, Clara Hughes, Lakewoods, Pickering and Whitby Child Care Centres)</b>						
Infant - Full Day	/child/day	\$52.00	N	I	September 1, 2017	Report 2017-COW-132
Toddlers - Full Day	/child/day	\$46.50	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Full Day	/child/day	\$43.00	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Part Day with Meal (AM or PM)	/child/day	\$33.50	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Part Day (AM or PM)	/child/day	\$30.00	N	I	September 1, 2017	Report 2017-COW-132
<b>School Age Per Diem Rate for Regional Directly Operated Child Care Centres (Lakewoods Child Care Centres only)</b>						
Full Day	/child/day	\$41.50	N	I	September 1, 2017	Report 2017-COW-132
<b>(Lakewoods Before and After, Sunderland and Clara Hughes Early Learning and Child Care Centre)</b>						
Full Day	/child/day	\$37.00	N	I	September 1, 2017	Report 2017-COW-132
Before and After School	/child/day	\$26.00	N	I	September 1, 2017	Report 2017-COW-132
After School	/child/day	\$20.00	N	I	September 1, 2017	Report 2017-COW-132
Before School	/child/day	\$16.00	N	I	September 1, 2017	Report 2017-COW-132
<b>Nursery School Programs</b>						
Sunderland (2 hour session)	/child/session	\$12.00	N	I	September 1, 2017	Report 2017-COW-132
<b>Processing of Dishonoured Payments</b>	/payment	\$48.00	N	I	January 1, 2018	Report 2017-COW-256

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**SOCIAL SERVICES DEPARTMENT - FAMILY SERVICES**

Description	Unit	Rate (Excluding HST)	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
<b>Counselling Fee Schedule:</b>			N	D	March 31, 2003	Report 2003-FSD-02
Annual Gross Income From All Sources *						
\$20,000 and less	/hour	\$10.00				
\$20,001 to \$30,000	/hour	\$30.00				
\$30,001 to \$40,000	/hour	\$50.00				
\$40,001 to \$50,000	/hour	\$70.00				
\$50,001 to \$60,000	/hour	\$80.00				
\$60,001 and above	/hour	\$90.00				
Counselling Fees will be charged by the 1/2 Hour						
* Based on Gross Family Income minus \$2,191 for each dependent						
Fees considered too onerous by the client(s), can be appealed to management						
Clients of Ontario Works are exempt from paying fees to access services						
<b>Cancellation / Missed Appointment:</b>						
If appointment is cancelled with counsellor within 24 hours of scheduled appointment, client may be charged/invoiced half of the negotiated fee, except in cases of emergency.						
<b>File Disclosure:</b>						
For clients requesting their own file	Per vetted file	\$10.00	N	D		
For 3rd parties requesting a client file	Per vetted file	\$100.00	N	D		
<b>Processing of Dishonoured Payments</b>	/payment	\$48.00	N	D	January 1, 2018	Report 2017-COW-256

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**SOCIAL SERVICES DEPARTMENT - SERVICES FOR SENIORS**

Description	Unit	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
		\$ Daily	\$ Monthly					
<b>Accommodation Rates at Long-Term Care Facilities</b>								
Type of Accommodation								
Long-Stay:								
Basic		\$59.82	\$1,819.53	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Semi-Private								
Residents occupying older beds or admitted to newer beds on/after July 1, 2012		\$68.02	\$2,068.94	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013		\$69.04	\$2,099.97	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014		\$70.07	\$2,131.30	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015		\$71.09	\$2,162.32	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2015		\$72.12	\$2,193.65	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Private								
Residents occupying older beds or admitted to newer beds on/after July 1, 2012		\$78.27	\$2,380.72	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013		\$80.07	\$2,435.47	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014		\$81.86	\$2,489.91	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015		\$83.66	\$2,544.66	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Residents admitted to newer beds on/after July 1, 2015		\$85.45	\$2,599.11	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Short-Stay		\$38.72	N/A	N	D	N/A	July 1, 2017	Approved by Provincial Regulation
Notes:								
There is no preferred accommodation surcharge for short-stay residents.								
Newer beds are classified as "A" according to ministry design standards and apply to Hillsdale Estates, Hillsdale Terraces, Lakeview Manor and Fairview Lodge.								
Long-stay residents (including exceptional circumstances) in basic accommodations may apply for a rate reduction.								
Residents in preferred accommodations are not eligible for rate reduction.								
<b>Meals on Wheels (MOW)</b>	/meal	\$5.95		N	D	N/A	April 1, 2017	
<b>Cost of Cable TV</b>	/month		\$24.96		I/D	N/A		
<b>Adult Day Program</b>								
Consumer Fee	/day	\$21.00		N	I	N/A		
- Subsidy is available for those who meet the criteria								
- Fee includes hot noon meal and snacks during the day								
- May be additional costs for outings/events								

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description		Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$	\$				
<b>ONTARIO DRINKING WATER REGULATION PACKAGES</b>							
<b>DESCRIPTION</b>							
<b>Microbiological</b>							
Presence/Absence Test (P/A for TC, EC)		\$14.30		Y	I	January 1, 2018	Report 2017-COW-256
Treated Water (P/A, HPC or BKD)		\$26.50		Y	I	January 1, 2018	Report 2017-COW-256
Well Water/Raw/Reg.319 (TC, EC)		\$27.50		Y	I	January 1, 2018	Report 2017-COW-256
Well Water/Treated/Distribution (TC, EC, HPC)		\$37.70		Y	I	January 1, 2018	Report 2017-COW-256
Single test by membrane filtration (e.g. MFHPC, MFTC)		\$13.30		Y	I	January 1, 2018	Report 2017-COW-256
Test for E. coli by membrane filtration		\$14.30		Y	I	January 1, 2018	Report 2017-COW-256
<b>Inorganic Chemical</b>							
<b>All Parameters required under Schedule 23</b> (As, B, Ba, Cd, Cr, Hg, Sb, Se, U)		\$80.60		Y	I	January 1, 2018	Report 2017-COW-256
<b>All Parameters required under Schedule 23 plus additional metals</b> (Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Hg, Mn, Mo, Ni, Pb, Sb, Se, U, Zn)		\$80.60		Y	I	January 1, 2018	Report 2017-COW-256
<b>Inorganic Ions required under O.Regulation 170/03</b> (F, NO <sub>2</sub> , NO <sub>3</sub> , Na)		\$79.60		Y	I	January 1, 2018	Report 2017-COW-256
<b>Inorganic Ions required under O.Regulation 170/03 plus additional Ions</b> (Hardness*, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO <sub>2</sub> , NO <sub>3</sub> , PO <sub>4</sub> , SO <sub>4</sub> )		\$79.60		Y	I	January 1, 2018	Report 2017-COW-256
(Nitrite, Nitrate)		\$52.00		Y	I	January 1, 2018	Report 2017-COW-256
(Sodium)		\$34.70		Y	I	January 1, 2018	Report 2017-COW-256
(Fluoride)		\$34.70		Y	I	January 1, 2018	Report 2017-COW-256
(Lead testing as required under O.Regulation 170)		\$35.70		Y	I	January 1, 2018	Report 2017-COW-256
(Lead testing as required under O.Regulation 243) - For Standing & Flushed		\$150.00		Y	I	January 1, 2018	Report 2017-COW-256
<b>Organic Chemical</b>							
<b>THMs (Trihalomethanes)</b>		\$102.00		Y	I	January 1, 2018	Report 2017-COW-256
bromodichloromethane	bromoform						
dibromochloromethane	chloroform						
THM (Total)							
<b>All Parameters required under Schedule 24</b> (Includes all Parameters described under the following test CODES listed in this book - VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB)		\$1,087.30		Y	I	January 1, 2018	Report 2017-COW-256
<b>Combined Packages</b>							
<b>York Region Drinking Water Package A</b> (Includes DW2M (less TURB), Hg, B, Ba, U, VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB)		\$1,285.20		Y	I	January 1, 2018	Report 2017-COW-256
*Calculation included (no charge).							

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description		Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$	\$				
<b>MICROBIOLOGICAL TESTS</b>							
<b>DESCRIPTION</b>							
<b>O.Regulation 170/03</b>							
Presence/Absence Test (P/A for TC, EC)		\$14.30		Y	I	January 1, 2018	Report 2017-COW-256
Treated Water (P/A, HPC or BKD)		\$26.50		Y	I	January 1, 2018	Report 2017-COW-256
Well Water/Raw/Reg.319 (TC, EC)		\$27.50		Y	I	January 1, 2018	Report 2017-COW-256
Well Water/Treated/Distribution (TC, EC, HPC)		\$37.70		Y	I	January 1, 2018	Report 2017-COW-256
Raw Water Intake, Municipal (TC, EC, BKD)		\$32.60		Y	I	January 1, 2018	Report 2017-COW-256
Treated/Distribution Water (TC, EC, BKD, HPC)		\$42.80		Y	I	January 1, 2018	Report 2017-COW-256
Single test by membrane filtration (e.g. MFHPC, MFTC)		\$13.30		Y	I	January 1, 2018	Report 2017-COW-256
Test for E. coli by membrane filtration		\$14.30		Y	I	January 1, 2018	Report 2017-COW-256
<b>New Mains</b>							
New Water Mains (TC, EC, BKD, HPC)		\$42.80		Y	I	January 1, 2018	Report 2017-COW-256
New Water Mains (TC, EC, BKD, HPC)+Thiosulphate		\$70.00		Y	I	January 1, 2018	Report 2017-COW-256
<b>Waste Water</b>							
E.coli (Final Effluent)		\$16.30		Y	I	January 1, 2018	Report 2017-COW-256
E.coli (Sludge / Cake)		\$30.60		Y	I	January 1, 2018	Report 2017-COW-256
Final Effluent (TC, EC)		\$30.60		Y	I	January 1, 2018	Report 2017-COW-256
Final Effluent (TC, EC, FS)		\$40.80		Y	I	January 1, 2018	Report 2017-COW-256
Microscopic Examination		\$100.00		Y	I	January 1, 2018	Report 2017-COW-256
<b>Recreational Water</b>							
E.coli (Lake/Beach/Creek/Pond/River)		\$14.30		Y	I	January 1, 2018	Report 2017-COW-256
Lakes / Bathing beaches (TC, EC, FS)		\$37.70		Y	I	January 1, 2018	Report 2017-COW-256
Any Single Membrane Filtration Test (eg. FC - MFFC, AE - MFAE, PS, SA etc.)		\$25.50		Y	I	January 1, 2018	Report 2017-COW-256
<b>Raw and Treated Water</b>							
Algae Enumeration and Identification		\$100.00		Y	I	January 1, 2018	Report 2017-COW-256
Algae by Microscopic Particulate Analysis		\$500.00		Y	I	January 1, 2018	Report 2017-COW-256
Microcystin		\$153.00		Y	I	January 1, 2018	Report 2017-COW-256
F Specific Coliphages		\$200.00		Y	I	January 1, 2018	Report 2017-COW-256
<b>Mycology (Fungi)</b>							
Fungal Enumeration		\$25.00		Y	I	January 1, 2018	Report 2017-COW-256
Fungal Identification (Consultation Required)		\$130.00		Y	I	January 1, 2018	Report 2017-COW-256
Air Quality (Microbial - Bacteria, Yeasts & Molds)		\$75.00		Y	I	January 1, 2018	Report 2017-COW-256
Enumeration of Bacteria, Yeast and Molds by RODAC plates (BHI & SAB/MEA)		\$75.00		Y	I	January 1, 2018	Report 2017-COW-256
<b>Protozoa Testing</b>							
Cryptosporidium and Giardia (MBCG)		\$816.00		Y	I	January 1, 2018	Report 2017-COW-256
Cryptosporidium, Giardia and Microscopic Particulate Analysis (MBCGMPA)		\$1,100.00		Y	I	January 1, 2018	Report 2017-COW-256
Pigment Bearing Algae and Diatoms (MBPBAD)		\$500.00					
Cryptosporidium, Giardia and Pigment Bearing Algae and Diatoms (MBCGPBAD)	<b>New New</b>	\$1,100.00					
<b>Sterility (Spore) Testing</b>							
Bacillus subtilis (DRY)		\$50.00		Y	I	January 1, 2018	Report 2017-COW-256
Bacillus stearothermophilus (STEAM)		\$50.00		Y	I	January 1, 2018	Report 2017-COW-256
<b>Other Bacteriological Groups</b>							
Private Wells (TC, EC)(Signed Report faxed next day)		\$76.50		Y	I	January 1, 2018	Report 2017-COW-256
Iron Bacteria - Presence/Absence		\$75.00		Y	I	January 1, 2018	Report 2017-COW-256
Sulphur Bacteria - Presence/Absence		\$75.00		Y	I	January 1, 2018	Report 2017-COW-256
Iron & Sulphur Bacteria - Presence/Absence		\$125.00		Y	I	January 1, 2018	Report 2017-COW-256
Enumeration for (TC, EC, FC, HPC, BKD, PS, AE or FS) per parameter		\$51.00		Y	I	January 1, 2018	Report 2017-COW-256



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
	\$	\$				
<b>GENERAL INORGANIC TESTS</b>						
<b>DESCRIPTION</b>	Water	S/S/S				
pH, Conductivity, Alkalinity	\$27.50	\$32.60	Y	I	January 1, 2018	Report 2017-COW-256
Alkalinity	\$16.30	\$21.40	Y	I	January 1, 2018	Report 2017-COW-256
Conductivity	\$11.20	\$16.30	Y	I	January 1, 2018	Report 2017-COW-256
pH	\$11.20	\$16.30	Y	I	January 1, 2018	Report 2017-COW-256
Fluoride by Ion Selective Electrode	\$21.40	\$27.50	Y	I	January 1, 2018	Report 2017-COW-256
Total Residual Chlorine	\$11.20	\$19.40	Y	I	January 1, 2018	Report 2017-COW-256
Free Residual Chlorine	\$11.20	\$19.40	Y	I	January 1, 2018	Report 2017-COW-256
Colour	\$16.30	\$19.40	Y	I	January 1, 2018	Report 2017-COW-256
Turbidity	\$16.30	\$19.40	Y	I	January 1, 2018	Report 2017-COW-256
Biochemical Oxygen Demand (BOD5)	\$35.70	\$42.80	Y	I	January 1, 2018	Report 2017-COW-256
Carbonaceous Biochemical Oxygen Demand (cBOD5)	\$35.70	\$42.80	Y	I	January 1, 2018	Report 2017-COW-256
Chemical Oxygen Demand (COD)	\$31.60	\$37.70	Y	I	January 1, 2018	Report 2017-COW-256
Dissolved Organic Carbon (DOC)	\$29.60	\$37.70	Y	I	January 1, 2018	Report 2017-COW-256
Cyanide (Total)	\$40.80	\$47.90	Y	I	January 1, 2018	Report 2017-COW-256
Cyanide (Free)	\$40.80	\$47.90	Y	I	January 1, 2018	Report 2017-COW-256
Phenol	\$37.70	\$45.90	Y	I	January 1, 2018	Report 2017-COW-256
Sulphide (H2S)	\$37.70	\$45.90	Y	I	January 1, 2018	Report 2017-COW-256
Silicate (SiO3)	\$27.50	\$32.60	Y	I	January 1, 2018	Report 2017-COW-256
Dissolved Solids (DS)	\$35.70	N/A	Y	I	January 1, 2018	Report 2017-COW-256
Dissolved Solids, Ashed Dissolved Solids, Volatile Dissolved Solids*	\$26.50	N/A	Y	I	January 1, 2018	Report 2017-COW-256
Suspended Solids (SS)	\$15.30	\$17.30	Y	I	January 1, 2018	Report 2017-COW-256
Suspended Solids, Ashed Suspended Solids, Volatile Suspended Solids*	\$21.40	\$24.50	Y	I	January 1, 2018	Report 2017-COW-256
Total Solids (TS)	\$13.30	\$15.30	Y	I	January 1, 2018	Report 2017-COW-256
Total Solids, Ashed Total Solids, Volatile Total Solids*	\$19.40	\$21.40	Y	I	January 1, 2018	Report 2017-COW-256
Dissolved Solids, Suspended Solids, Total Solids	\$35.70	\$42.80	Y	I	January 1, 2018	Report 2017-COW-256
Total Oil & Grease	\$53.00	\$63.20	Y	I	January 1, 2018	Report 2017-COW-256
Total / Mineral / Animal & Vegetable* Oil & Grease	\$80.60	\$96.90	Y	I	January 1, 2018	Report 2017-COW-256
Volatile Acids	\$30.60	\$30.60	Y	I	January 1, 2018	Report 2017-COW-256
Moisture	N/A	\$19.40	Y	I	January 1, 2018	Report 2017-COW-256
S/S/S = Sewage, Sludge and Soil						
*Calculation included (no charge).						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
	\$	\$				
<b>GENERAL INORGANIC TESTS</b>						
<b>DESCRIPTION</b>						
	Water	S/S/S				
<b>Ion Chromatography</b>						
Hardness*, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO <sub>2</sub> , NO <sub>3</sub> , PO <sub>4</sub> , SO <sub>4</sub>	\$79.60	\$95.90	Y	I	January 1, 2018	Report 2017-COW-256
F, Cl, Br, NO <sub>2</sub> , NO <sub>3</sub> , NO <sub>2</sub> +NO <sub>3</sub> , PO <sub>4</sub> , SO <sub>4</sub>	\$52.00	\$62.20	Y	I	January 1, 2018	Report 2017-COW-256
Hardness*, Ca, Mg, Na, K, Ammonia	\$52.00	\$62.20	Y	I	January 1, 2018	Report 2017-COW-256
Any One of the Above Single Elements by IC	\$34.70	\$40.80	Y	I	January 1, 2018	Report 2017-COW-256
<b>Nutrients by Segmented Flow Analyzer</b>						
NH <sub>3</sub> +NH <sub>4</sub> , PO <sub>4</sub> , NO <sub>2</sub> , NO <sub>2</sub> +NO <sub>3</sub> , TKN, TP	\$98.90	\$118.30	Y	I	January 1, 2018	Report 2017-COW-256
NH <sub>3</sub> +NH <sub>4</sub> , PO <sub>4</sub> , NO <sub>2</sub> , NO <sub>2</sub> +NO <sub>3</sub>	\$59.20	\$70.40	Y	I	January 1, 2018	Report 2017-COW-256
TKN, TP	\$59.20	\$70.40	Y	I	January 1, 2018	Report 2017-COW-256
Any One of the Above Single Nutrients by SFA	\$38.80	\$46.90	Y	I	January 1, 2018	Report 2017-COW-256
Ultra Low Dissolved PO <sub>4</sub> (clean water only)	\$66.30	N/A				
<b>Metals</b>						
Mercury (Hg) by Cold Vapour AA	\$35.70	\$42.80	Y	I	January 1, 2018	Report 2017-COW-256
Acid Soluble Metals by ICP (Al, Fe, Mn, Pb, Zn)	\$40.80	-	Y	I	January 1, 2018	Report 2017-COW-256
Cation Scan by ICP (B, Ba, Be, Ca, K, Li, Mg, Na, SiO <sub>3</sub> , Sr, U)	\$40.80	-	Y	I	January 1, 2018	Report 2017-COW-256
Heavy Metals Scan by ICP (Water) (Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Se, Sb, Zn)	\$54.10	\$64.30	Y	I	January 1, 2018	Report 2017-COW-256
Heavy Metals Scan by ICP (Sewage/Sludge/Soil) (As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn)	-	\$64.30	Y	I	January 1, 2018	Report 2017-COW-256
Regulation 170 - Metals (Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, U, Zn)	\$76.50	-	Y	I	January 1, 2018	Report 2017-COW-256
Any One of the Above Single Metals by ICP-OAS or ICP-MS	\$35.70	\$42.80	Y	I	January 1, 2018	Report 2017-COW-256
(Lead testing as required under O.Regulation 170)	\$35.70	-	Y	I	January 1, 2018	Report 2017-COW-256
(Lead testing as required under O.Regulation 243)	\$75.00	-	Y	I	January 1, 2018	Report 2017-COW-256
Other elements such as (Ag, Ti, V, Tl, etc.) are available as single element requests.						
S/S/S = Sewage, Sludge and Soil * = Calculation Included (no charge)						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description		Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$	\$				
<b>INORGANIC MONITORING PACKAGES</b>							
<b>DESCRIPTION</b>							
<b>Drinking Water</b>							
<b>Drinking Water Package #1</b> (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)		\$96.90		Y	I	January 1, 2018	Report 2017-COW-256
<b>Drinking Water Package #2</b> (colour, turbidity, Al, Fe, Mn, Pb, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)		\$149.90		Y	I	January 1, 2018	Report 2017-COW-256
<b>Drinking Water Package #2 with expanded metals</b> (colour, turbidity, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)		\$174.40		Y	I	January 1, 2018	Report 2017-COW-256
<b>Drinking Water Package #3 with expanded metals</b> Colour, (Al, Sb, As, Ba, B, Cd, Cr, Co, Cu, Fe, Pb, Mn, Mo, Ni, Se, U, Zn), Hg pH, Conductivity, Alkalinity, (Ca, Mg, K, Na, NH3, Hardness*) (Br, Cl, R, NO2, NO3, [NO2+NO3]*, SO4, PO4), DOC, TKN	<b>New</b>	\$262.20		Y	I	January 1, 2018	Report 2017-COW-256
<b>Landfill Monitoring</b>							
<b>Surface Water</b> (BOD, COD, colour, phenol, total solids, suspended solids, dissolved solids*, pH, conductivity, alkalinity, fluoride, chloride, bromide, nitrite, nitrate, sulphate, phosphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, total cations*, total anions*, ionic balance*, calculated dissolved solids*, calculated conductivity*, langelier index*, dissolved organic carbon, total kjeldahl nitrogen, total phosphorus, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)		\$370.30		Y	I	January 1, 2018	Report 2017-COW-256
(Filtration of Raw Landfill samples)		\$35.70		Y	I	January 1, 2018	Report 2017-COW-256
*Calculation included (no charge).							

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
	\$	\$				
<b>INORGANIC MONITORING PACKAGES</b>						
<b>DESCRIPTION</b>						
<b>Sewer Use By-law</b>		\$475.00	Y	I	January 1, 2018	Report 2017-COW-256
<b>Complete Inorganic Package</b> BOD, suspended solids, total kjeldahl nitrogen, total phosphorus, pH, fluoride sulphate, phenol, cyanide, Total/Mineral/Animal & Vegetable Oil & Grease Hg, Ag, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Sn, Ti, Zn						
<b>Sewage and Industrial Waste</b>						
<b>Monitoring Package #1</b> (BOD5, suspended solids)		\$42.80	Y	I	January 1, 2018	Report 2017-COW-256
<b>Monitoring Package #2</b> (BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus)		\$100.00	Y	I	January 1, 2018	Report 2017-COW-256
<b>Monitoring Package #2 plus Metals</b> (BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)		\$161.20	Y	I	January 1, 2018	Report 2017-COW-256
<b>Monitoring Package #3</b> (BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate)		\$149.90	Y	I	January 1, 2018	Report 2017-COW-256
<b>Monitoring Package #3 plus Metals</b> (BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)		\$211.10	Y	I	January 1, 2018	Report 2017-COW-256
<b>Monitoring Package #4 plus Metals</b> (BOD5, CBOD5, susp. solids, total kjeldahl nitrogen, total phosphorus ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate, pH, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn)		\$262.10	Y	I	January 1, 2018	Report 2017-COW-256
<b>Sludge</b>						
<b>Sludge Monitoring Package #1</b> (total solids, total kjeldahl nitrogen, total phosphorus, ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate)		\$116.30	Y	I	January 1, 2018	Report 2017-COW-256
<b>Sludge Monitoring Package #1 plus Metals</b> (total solids, total kjeldahl nitrogen, total phosphorus, ammonia+ammonium, nitrite, nitrite+nitrate, diss. phosphate Hg, As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn)		\$177.50	Y	I	January 1, 2018	Report 2017-COW-256
<b>Sludge Monitoring Package #2 (Agrisluage)</b> (total solids, ashed total solids, volatile total solids*, total kjeldahl nitrogen, total phosphorus, ammonia+ammonium nitrite + nitrate, Hg, As, Cd, Co, Cr, Cu, K, Mo, Ni, Pb, Se, Zn)		\$204.00	Y	I	January 1, 2018	Report 2017-COW-256
*Calculation included (no charge).						

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description	Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
	\$	\$				
<b>ORGANIC MONITORING PACKAGES</b>						
<b>DESCRIPTION</b>						
<b>Drinking / Surface / Ground Water and Wastewater</b>						
<b>THMs (Trihalomethanes)</b>		\$102.00	Y	I	January 1, 2018	Report 2017-COW-256
bromodichloromethane	bromoform					
dibromochloromethane	chloroform					
THM (Total)						
<b>BTEX by Purge &amp; Trap GC/MS</b>		\$80.60	Y	I	January 1, 2018	Report 2017-COW-256
benzene	ethylbenzene					
m,p-xylene	o-xylene					
toluene						
<b>Taste &amp; Odour</b>		\$250.00	Y	I	January 1, 2018	Report 2017-COW-256
geosmin	2-methylisoborneol (MIB)					
2-isobutyl-3-methoxy-pyrazine	2-isopropyl-3-methoxy-pyrazine					
2,3,6-trichloroanisole	2,4,6-trichloroanisole					
<b>Haloacetic Acids (Disinfection By-Products)</b>		\$198.90	Y	I	January 1, 2018	Report 2017-COW-256
bromochloroacetic acid	dibromoacetic acid					
dichloroacetic acid	monobromoacetic acid					
monochloroacetic acid	trichloroacetic acid					
<b>Volatile Organic Compounds</b>		\$128.50	Y	I	January 1, 2018	Report 2017-COW-256
benzene	cis-1,2-dichloroethylene					
bromodichloromethane	trans-1,2-dichloroethylene					
bromoform	dichloromethane					
bromomethane	1,2-dichloropropane					
carbon tetrachloride	cis-1,3-dichloropropylene					
chlorobenzene	trans-1,3-dichloropropylene					
chlorodibromomethane	ethylbenzene					
chloroethane	styrene					
chloroform	1,1,2,2-tetrachloroethane					
chloromethane	toluene					
tetrachloroethylene (perchloroethylene)	1,1,1-trichloroethane					
1,2-dibromoethane(ethylene dibromide)	1,1,2-trichloroethane					
1,2-dichlorobenzene	trichloroethylene					
1,3-dichlorobenzene	trichlorofluoromethane					
1,4-dichlorobenzene	vinyl chloride					
1,1-dichloroethane	o-xylene					
1,2-dichloroethane	m,p-xylene					
1,1-dichloroethylene	THM (Total)					
methyl tert-butyl ether (MTBE)	xylene (Total)					
methyl ethyl ketone (MEK)	2-hexanone					
methyl isobutyl ketone (MIBK)	acetone					
1,1,1,2-tetrachloroethane	1,2,4-trichlorobenzene					
<b>Pesticide/Herbicide Analysis</b>						
<b>Organochlorine Pesticides</b>		\$123.40	Y	I	January 1, 2018	Report 2017-COW-256
aldrin	endosulphan I					
a-BHC	endosulphan II					
b-BHC	endosulphan sulphate					
g-BHC (Lindane)	endrin					
a-chlordane	heptachlor					
g-chlordane	heptachlor epoxide					
p,p'-DDD	methoxychlor					
p,p'-DDE	mirex					
p,p'-DDT	oxychlordane					
o,p'-DDT	trifluralin					
dieldrin	toxaphene					

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description		Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$	\$				
<b>ORGANIC MONITORING PACKAGES</b>							
<b>DESCRIPTION</b>							
<b>Pesticide/Herbicide Analysis</b>							
<b>Triazine Herbicides</b>							
alachlor (Lasso)	metolachlor	\$107.10		Y	I	January 1, 2018	Report 2017-COW-256
ametryn	metribuzin (Sencor)						
atraton	prometon						
atrazine	prometryn						
cyanazine (Bladex)	propazine						
desethyl atrazine	simazine						
desethyl simazine							
<b>Organophosphorus Pesticides</b>							
chlorpyrifos (Dursban)	malathion	\$107.10		Y	I	January 1, 2018	Report 2017-COW-256
chlorpyrifos-methyl (Reldan)	methyl parathion						
diazinon	mevinphos (Phosdrin)						
dichlorvos	parathion						
dimethoate	phorate (Thimet)						
ethion							
fenchlorphos (Ronnel)	terbufos						
guthion (Azinphos-methyl)							
benzo(a)pyrene							
<b>Phenoxy Acid Herbicides</b>							
2,4-dichlorophenoxyacetic acid (2,4-D)	MCPA	\$161.20		Y	I	January 1, 2018	Report 2017-COW-256
bromoxynil							
dicamba	picloram						
diclofop-methyl							
<b>Chlorophenols</b>							
2,4-dichlorophenol	2,3,4,6-tetrachlorophenol	\$161.20		Y	I	January 1, 2018	Report 2017-COW-256
2,4,6-trichlorophenol							
<b>Carbamate &amp; Phenyl Urea Pesticides/Herbicides</b>							
Carbaryl	Carbofuran	\$239.70		Y	I	January 1, 2018	Report 2017-COW-256
Diuron	Triallate						
Glyphosate		\$198.90		Y	I	January 1, 2018	Report 2017-COW-256
Diquat	Paraquat	\$198.90		Y	I	January 1, 2018	Report 2017-COW-256
<b>PCB Analysis</b>							
Polychlorinated Biphenyls		\$80.60		Y	I	January 1, 2018	Report 2017-COW-256
<b>PAHs (Polynuclear Aromatic Hydrocarbons) by GC/MSD</b>							
Acenaphthene	Chrysene	\$229.50		Y	I	January 1, 2018	Report 2017-COW-256
Acenaphthylene	Dibenz(a,h)anthracene						
Anthracene	Fluoranthene						
Benzo(a)anthracene	Fluorene						
Benzo(a)pyrene	Indeno(1,2,3-cd)pyrene						
Benzo(b)fluoranthene	1-Methylnaphthalene						
Benzo(g,h,i)perylene	2-Methylnaphthalene						
Benzo(k)fluoranthene	Naphthalene						
1-Chloronaphthalene	Phenanthrene						
1-Chloronaphthalene	Pyrene						
<b>Open Characterization (Semi-quantitative)</b>							
Volatiles (Scans for Volatile Organic Compounds)		\$250.00		Y	I	January 1, 2018	Report 2017-COW-256
Extractables (Scans for Extractable Organic Compounds)		\$300.00		Y	I	January 1, 2018	Report 2017-COW-256

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - ENVIRONMENTAL LABORATORY**

Description		Rate (Excluding HST)		HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Effective Date	Notes / Comments
		\$	\$				
<b>ORGANIC MONITORING PACKAGES</b>							
<b>Industrial Sewer Use By-law Acid/Base/Neutral Compounds</b>							
di-n-butylphthalate	bis(2-ethylhexyl)phthalate	\$214.20		Y	I	January 1, 2018	Report 2017-COW-256
Polychlorinated Biphenyls		\$80.60		Y	I	January 1, 2018	Report 2017-COW-256
<b>Industrial Sewer Use By-law Volatile Organic Compounds</b>		\$134.60		Y	I	January 1, 2018	Report 2017-COW-256
1,1,2,2,-tetrachloroethane	m/p-xylene						
1,2-dichlorobenzene	o-xylene						
1,4-dichlorobenzene	styrene						
benzene	tetrachloroethylene						
chloroform	toluene						
cis-1,2-dichloroethylene	trans-1,3-dichloropropylene						
dichloromethane	trichloroethylene						
ethylbenzene	xylene (Total)						
methyl ethyl ketone (MEK)							
<b>Industrial Sewer Use By-law Nonylphenols &amp; Ethoxylates (Subcontracted)</b>		Subcontractor's Rate		Y	I	January 1, 2018	Report 2017-COW-256
nonylphenol	nonylphenol ethoxylates						
<b>Durham/York/Peel Sewer Use By-law Organic Package*</b>		\$386.50		Y	I	January 1, 2018	Report 2017-COW-256
1,1,2,2,-tetrachloroethane	m/p-xylene						
1,2-dichlorobenzene	o-xylene						
1,4-dichlorobenzene	styrene						
benzene	tetrachloroethylene						
chloroform	toluene						
cis-1,2-dichloroethylene	trans-1,3-dichloropropylene						
dichloromethane	trichloroethylene						
ethylbenzene	xylene (Total)						
methyl ethyl ketone (MEK)							
di-n-butyl phthalate	bis (2-ethylhexyl) phthalate						
PCB (Total)							
* If nonly phenol/nonly phenol ethoxylates req'd, please request as add-on to package							
<b>Total Petroleum Hydrocarbons (TPH) in Water (Subcontracted)</b>		Subcontractor's Rate		Y	I	January 1, 2018	Report 2017-COW-256
This CCME method includes:							
a). BTEX-Purgeables by P&T GC/MS or HS GC/FID - gasoline range							
b). Extractables by GC/FID - diesel range							
c). Total Oil & Grease by Gravimetric - heavy oil range							
<b>Legal Sample Fees and Legal storage fees</b>							
Sample submitted under legal chain of custody (To maintain an unbroken chain of custody for samples that may be used for litigation)	per sample	\$255.00		Y	I	January 1, 2018	Report 2017-COW-256
Extended storage for legal samples (longer than 30 days) (Samples will be stored free of charge for 30 days from date of final report)	per container per month	\$3.10		Y	I	January 1, 2018	Report 2017-COW-256
Court testimony by Regional Environmental Laboratory staff	per hour (including travel and wait time)	To be determined case-by-case		Y	I	January 1, 2018	Report 2017-COW-256
Mileage for appearance	per kilometre (actual)	\$0.55		Y	I	January 1, 2018	Report 2017-COW-256

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - SOLID WASTE MANAGEMENT**

Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
<b>Blue Box Materials:</b> Newspapers, glass bottles and jars, cardboard, metal and aluminium food and beverage containers, all plastic bottles with a twist off top, metal paint cans, metal aerosol cans, milk, juice and drink containers, tubs and lids For loads of 100% Blue Box materials <u>only</u>	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7
<b>Household Hazardous Waste (HHW):</b> Oil and oil filters, paints, propane tanks, batteries, antifreeze, etc. For loads of 100% Household Hazardous Waste <u>only</u>		No Charge					
<b>Waste Electronics and Electrical Waste:</b> For loads of 100% Waste Electronics and Electrical <u>only</u>		No Charge					
<b>Used Tires:</b> For loads of 100% Tires <u>only</u> Limit of up to 4 tires per vehicle per day		No Charge					
<b>Bale Wrap:</b> For loads of 100% Bale Wrap only Must be delivered clean and free of debris		No Charge					
<b>Sign Recycling:</b> For loads of 100% Signs <u>only</u> , and consisting of plastic film on wire, paperboard on wood, or corrugated plastic		No Charge					
<b>Waste Disposal:</b> General residential and commercial garbage waste a) For loads up to and including 40.00 kg the minimum charge is b) For loads over 40.00 kg	/ vehicle / load / 1,000kg	N/A \$125.00	N N	D D	\$5.00 N/A	July 1, 2016	Report 2016-J-7
<b>Mixed Loads:</b> For loads of Blue Box, HHW Material, Bale Wrap, Tires and/or Electronics and Electrical Wastes in the same load as other wastes	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7
<b>When scales are not in service:</b> A flat rate charge system will apply and staff will estimate the loads a) For loads up to and including 40.00 kg, except for loads of 100% Blue Box and/or 100% Household Hazardous Waste b) For loads estimated over 40.00 kg	/ vehicle / load / 100 kg	N/A \$12.50	N N	D D	\$5.00 N/A	July 1, 2016	Report 2016-J-7
<b>Recycling Depot:</b> Blue Box sales Green Bin sales Backyard Composter sales	each each each	Market price Market price Market price	N N N	D D D	N/A N/A N/A	N/A N/A N/A	
<b>Integrated System:</b> Solid Waste Bag Tags (where bag limit is exceeded)	/ tag	\$2.50	N	D	N/A	May 1, 2014	



**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - GENERAL SERVICES**

Item Code	Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
1	a) Engineering drawings	/drawing	\$10.00	Y	I	N/A	April 1, 2013	
	b) Valve location drawings	/drawing	\$2.30	Y	I	N/A	April 1, 2013	
	c) CAD File - Engineering Drawing	/drawing	\$22.00	Y	I	N/A	April 1, 2013	
	d) Engineering Reports/Drawings Digital Format on CD/DVD	/drawing	\$54.00	Y	I	N/A	April 1, 2013	
	e) Environmental Study Reports (based on number of pages)	Various		Y	I	N/A	April 1, 2013	
2	System Maps - Water, Sanitary and Storm Sewer							
	a) Digital pdf files of Regional Water System 1:5000 on CD	/file	\$113.00	Y	D	N/A	April 1, 2013	
	Digital pdf files of Regional Sewer System 1:5000 on CD	/file	\$113.00	Y	D	N/A	April 1, 2013	
	Digital pdf files of Regional Storm Sewer System 1:5000 on CD	/file	\$113.00	Y	D	N/A	April 1, 2013	
	b) Water, Sanitary Sewer, Storm System maps 24"x36" Colour	/sheet	\$84.00	Y	D	N/A	April 1, 2013	
	c) Water, Sanitary Sewer, Storm System maps 24"x36" b/w	/sheet	\$11.00	Y	D	N/A	April 1, 2013	
3	Design Guidelines (Criteria & Standards)		\$111.00	Y	D	N/A	April 1, 2013	
	Design Guideline Revisions		\$23.00	Y	D	N/A	April 1, 2013	
4	Standard Construction Specifications							
	a) Individual sheets	/sheet	\$0.50	Y	D	N/A	April 1, 2013	
	b) Regional Sewer & Watermain Specs.	/set	\$11.00	Y	D	N/A	April 1, 2013	
5	Contract Tender Documents		Various	Y		N/A	April 1, 2013	
6	Topographical Maps (Contour)							
	- Oshawa	/sheet	\$56.00	Y	D	N/A	April 1, 2013	
	- Port Perry, Brooklin, Whitby, Bowmanville, Newcastle, Port of Darlington, Uxbridge, Cannington, Beaverton and Sunderland	/sheet	\$17.00	Y	D	N/A	April 1, 2013	
7	Curb Cutting	/metre	Actual Cost	N	D	\$210.00	April 1, 2013	
		/foot	Actual Cost	N	D	\$210.00	April 1, 2013	
8	Curb Placement or Replacement		Actual Cost	N	I/D	N/A	April 1, 2013	
9	Private Driveway Entrances (Culverts)							
	450 mm dia/7 m (18" dia/23' long)		\$3,600.00	N	D	N/A	April 1, 2016	
	600 mm dia/7 m (24" dia/23' long)		\$3,900.00	N	D	N/A	April 1, 2016	
	Per meter over 7 m (450 mm dia.)	/metre	\$244.00	N	D	N/A	April 1, 2013	
	(18" dia.)	/foot	\$68.00	N	D	N/A	April 1, 2013	
	Per meter over 7 m (600 mm dia.)	/metre	\$265.00	N	D	N/A	April 1, 2013	
	(24" dia.)	/foot	\$78.00	N	D	N/A	April 1, 2013	
	Culvert relocation & culverts over 600 mm in diameter or over 12.2 m long		Actual Cost	N	D	N/A	April 1, 2013	
10	Weed inspectors be authorized to pay the following rates:							
	Weed cutting		Actual Cost	N	I	N/A	April 1, 2017	
	Person with spraying equipment		Actual Cost	N	I	N/A	April 1, 2013	
11	Payroll Burden							
	a) On regular labour		50%	N		N/A	April 1, 2013	
	b) On overtime		10%	N		N/A	April 1, 2013	
12	Administration Fee (Overhead)							
	a) Costs to be recovered by third parties (excluding area municipalities and other government agencies)		8%	N	I	N/A	April 1, 2017	
	b) Costs related to capital and traffic signal installations/maintenance		Varies	N	I	N/A	April 1, 2017	

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - GENERAL SERVICES**

Item Code	Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
13	Encroachments							
	a) On Regional Roads							
	i) Stand alone or existing structures plus yearly fee (five year term)	Processing Charge /year	\$530.00 \$100.00	N N	D D	N/A N/A	April 1, 2017 April 1, 2014	
	ii) Signs or canopies attached to buildings	Processing Charge	\$530.00	N	D	N/A	April 1, 2017	
	b) Sewer, Water, Road Easements							
	i) Release of portion of easement due to encroachment of structure plus legal, survey, registration fees plus extra costs to maintain remaining easement, if necessary, plus any increase in value of land, if applicable	Processing Charge	\$413.00	N	D	N/A	April 1, 2017	
	ii) Release of all/portion of easement due to abandonment, plus legal, survey, registration fees, plus any increase in value of land, if applicable	Processing Charge	\$405.00	N	D	N/A	April 1, 2013	
14	Vendor permits							
	License required by owner or occupants of property adjoining a highway to use the untravelled portion to sell goods by retail		\$56.00	N	D	N/A	April 1, 2013	
15	Traffic Information							
	- signal timings (letter)	/intersection	\$85.00	Y	D	N/A	April 1, 2013	
	- signal maintenance data (e-mail, other)	/search	\$65.00	Y	D	N/A	April 1, 2013	
	- collision summary annual report (CD)	/ADT	\$80.00	Y	D	N/A	April 1, 2013	
	- 3 Yr. collision data	/collision	\$56.00	Y	D	N/A	April 1, 2013	
	- collision diagram	/location	\$157.00	Y	D	N/A	April 1, 2013	
	- signal drawings (on paper)	/print	\$58.00	Y	D	N/A	April 1, 2013	
	- legal enquiries - signal timing	/enquiry	\$190.00	Y	D	N/A	April 1, 2013	
	- legal enquiries - other	/hr	\$70.00	N	D	N/A	April 1, 2013	
16	Municipal Consent processing fee		\$500.00	Y	I	N/A	April 1, 2018	
17	Pavement Degradation Fee (Cost of Utility Trench Impact (m2))							
	Road Condition Index: 100-90		\$27.00	Y	I	N/A	April 1, 2013	
	Road Condition Index: 89-80		\$23.00	Y	I	N/A	April 1, 2013	
	Road Condition Index: 70-60		\$19.00	Y	I	N/A	April 1, 2013	
	Road Condition Index: 59-50		\$12.00	Y	I	N/A	April 1, 2013	
	Road Condition Index: <50		\$6.00	Y	I	N/A	April 1, 2013	
18	Environmental information	/site	\$128.00	Y	I	N/A	April 1, 2013	
19	Road Occupancy							
	- Special Events permit (with the exception of Charitable Organizations)		\$95.00	Y	D	N/A	April 1, 2013	
20	Oversize Overweight Permit - Annual Permit							
	- Annual Permit	/year	\$150.00	N	D	N/A	April 1, 2013	
	- Single Trip Permit	/trip	\$100.00	N	D	N/A	April 1, 2013	
	- Project Permit	/project	\$200.00	N	D	N/A	April 1, 2013	
	- Security Deposit as determined by load / damage potential	Minimum	\$1,000.00	N	D	N/A	April 1, 2013	

**THE REGIONAL MUNICIPALITY OF DURHAM**  
**2018 FEES AND CHARGES**  
**WORKS DEPARTMENT - GENERAL SERVICES**

Item Code	Description	Unit	Rate (Excluding HST) \$	HST Applicable (Y/N)	Invoice (I) / Direct charge (D) (I/D)	Minimum Charge \$	Effective Date	Notes / Comments
21	Engineering Fees - Subdivision Agreements							
	Total Cost of the Works		3%					
	Less than \$100,000			N	D	\$255.00	April 1, 2017	
	\$100,001 - \$200,000		\$3,000 on first \$100,000 & 2.5% on next \$100,000	N	D	N/A	April 1, 2013	
	\$200,001 - \$500,000		\$5,500 on first \$200,000 & 2.25% on next \$300,000	N	D	N/A	April 1, 2013	
	\$500,001 - \$1,000,000		\$12,250 on first \$500,000 & 2.0% on next \$500,000	N	D	N/A	April 1, 2013	
	\$1,000,001 - \$2,000,000		\$22,250 on first \$1,000,000 & 1.5% on next \$1,000,000	N	D	N/A	April 1, 2013	
\$2,000,001 - \$4,000,000		\$37,250 on first \$2,000,000 & 1.2% on next \$2,000,000	N	D	N/A	April 1, 2013		
22	Engineering Fees - Servicing Agreements							
	Total Cost of the Works		3%					
	Less than \$100,000			N	D	\$255.00	April 1, 2017	
	\$100,001 - \$200,000		\$3,000 on first \$100,000 & 2.5% on next \$100,000	N	D	N/A	April 1, 2013	
	\$200,001 - \$500,000		\$5,500 on first \$200,000 & 2.25% on next \$300,000	N	D	N/A	April 1, 2013	
	\$500,001 - \$1,000,000		\$12,250 on first \$500,000 & 2.0% on next \$500,000	N	D	N/A	April 1, 2013	
	\$1,000,001 - \$2,000,000		\$22,250 on first \$1,000,000 & 1.5% on next \$1,000,000	N	D	N/A	April 1, 2013	
\$2,000,001 - \$4,000,000		\$37,250 on first \$2,000,000 & 1.2% on next \$2,000,000	N	D	N/A	April 1, 2013		
23	Telecommunications Equipment - Installation on Regional Sites, Infrastructure and Facilities							
	a) Site Licenses - tower constructed on Regional site:							
	i) Application fee		\$2,462.00	N	D	N/A	April 1, 2017	
	ii) Annual license fee		\$22,138.00	Y	D	N/A	April 1, 2017	
	iii) Application fee for modifications to existing towers		\$2,462.00	N	D	N/A	April 1, 2017	
	An increase to the annual license fee of 25% per carrier will apply for each additional carrier utilizing the tower		\$5,535.00	Y	D	N/A	April 1, 2017	
	b) Site License - antenna installed on Regional facility/infrastructure:							
	i) Application fee		\$2,462.00	N	D	N/A	April 1, 2017	
	ii) Annual license fee for site access		\$12,299.00	Y	D	N/A	April 1, 2017	
	iii) Annual fee per antenna installed		\$800.00	Y	D	N/A	April 1, 2017	
iv) Application fee for modifications to existing antenna		\$2,462.00	N	D	N/A	April 1, 2017		
The fees will increase each year for the term of the agreement by a rate of 3% per annum								
24	House Inspection Fee	/location	\$250.00	N	I	N/A	April 1, 2013	

**The Regional Municipality of Durham**

Finance Department  
Business Planning

605 Rossland Road, East  
Whitby, Ontario  
L1N 6A3

(905) 668-7711 or  
Toll Free 1-800-372-1102