

TABLE OF CONTENTS 2018 BUSINESS PLANS & BUDGETS GENERAL PROPERTY TAX REQUIREMENTS
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NOTE: On this page, just click on the particular Section and you will be linked to the corresponding page.

	<u>Page Number</u>
<u>SECTION 1</u>	
Committee of the Whole Report 2018-COW-19.....	3
Attachments:	
1. Summary	38
2. New Positions.....	43
3. Tangible Capital Assets – New	48
4. Tangible Capital Assets – Replacement.....	49
5. Capital Forecasts	50
 <u>SECTION 2</u>	
2018 BUSINESS PLANS & BUDGETS	
 Works	
General Tax.....	85
Regional Headquarters	96
Solid Waste Management	100
 Health	
Public Health.....	109
Paramedic Services.....	119
 Social Services	
Emergency Management and Program Support Services.....	122
Social Assistance.....	126
Children’s Services	133
Family Services	146
Housing Services	151
Long Term Care and Services for Seniors	156
LTC Administration	158
Fairview Lodge	159
Hillsdale Estates.....	164
Hillsdale Terraces.....	169
Lakeview Manor.....	174
Adult Day Program.....	179
 Planning and Economic Development	
Planning	181
Economic Development & Tourism.....	188

TABLE OF CONTENTS 2018 BUSINESS PLANS & BUDGETS GENERAL PROPERTY TAX REQUIREMENTS
--

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

	<u>Page Number</u>
Finance & Administration	
Regional Council.....	196
Regional Chair’s Office	198
Chief Administrative Officer	200
Corporate Services – Legal Services.....	207
Corporate Services – Legal Services – Provincial Offences Act	210
Corporate Services – Human Resources	214
Corporate Services – Information Technology	219
Corporate Services – Legislative Services.....	224
Durham Emergency Management Office (DEMO).....	229
Emergency 9-1-1 Telephone System	233
Non Departmental.....	235
Finance	239
Conservation Authorities.....	246
Durham Regional Police Service.....	320
Durham Region Transit.....	325
Durham Regional Local Housing Corporation (DRLHC).....	333
Provincial Download Services.....	336



The Regional Municipality of Durham
 Report to: Committee of the Whole
 From: Commissioner of Finance
 Report #: 2018-COW-19
 Date: February 6, 2018

Subject:

The 2018 Regional Business Plans and Budgets for Property Tax Purposes, including General Purpose, Solid Waste Management and Durham Region Transit.

Recommendations:

THAT Committee of the Whole recommends to Regional Council that:

2018 General Purpose Property Tax Business Plans and Budgets

- A) The **2018 Business Plans and Property Tax Budgets for General Purposes (excluding Durham Region Transit and Solid Waste Management)** be approved, at a total net property tax requirement of \$545,927,000, as detailed within the 2018 Regional Business Plans and Budgets, which are highlighted in this report and summarized as follows:

	<u>2018 Tax Requirements</u> (\$000s)
Regional Operations	
Departmental Operations	239,644
Regional Roads Reserve – Growth	12,549
Regional Roads – Rehabilitation Reserve Fund	26,050
Regional Bridges – Rehabilitation Reserve Fund	5,525
Total Regional Operations	283,768
Police Service	198,916
Provincial Download Service Costs	48,153
Conservation Authorities	8,032
Special Contributions	
Regional Land Acquisition Reserve Fund	570
Special Contribution - Hospitals	4,060
- Durham College	350
Total Special Contributions	4,980
SUBTOTAL	543,849
Seaton Growth Reserve Fund	621
Adjustment to 2018 Assessment Base (re: Assessment under appeal)	1,457
TOTAL GENERAL PROPERTY TAX PURPOSES	545,927

Note: Excludes Durham Region Transit and Solid Waste Management which are included separately as Recommendations T through X.

- B) **The 2018 Net Major Tangible Capital Asset Program for General Property Tax Purposes** (excluding Solid Waste, Durham Region Transit and Conservation Authorities' requirements) in the amount of \$91,555,000 be approved, and the 2019 to 2027 Capital Forecast in the amount of \$1,487,837,000 as detailed in the following table be received for information purposes only and subject to future approvals.

GENERAL PURPOSES TANGIBLE CAPITAL ASSET REQUIREMENTS (\$000's)							
	Recommended	Forecast					Total 2019- 2027
	2018	2019	2020	2021	2022	2023- 2027	
Police Service							
Operations Training Centre - Phase 2	-	-	2,000	23,000	-	-	25,000
Facility Repairs & Renovations	515	1,000	1,000	1,000	1,000	5,000	9,000
Clarington Police Complex Phase 2 - Regional Support Centre and Centre for Investigative Excellence	-	-	55,000	-	-	-	55,000
Durham North West Seaton	-	-	-	-	2,500	27,500	30,000
North Division Expansion	-	-	-	-	-	3,400	3,400
Central East Division	-	-	-	-	-	50,000	50,000
Police Service sub-total	515	1,000	58,000	24,000	3,500	85,900	172,400
Paramedic Service							
Ambulance Stations - Seaton	1,000	2,500	-	-	-	-	2,500
- Clarington	1,100	2,700	-	-	-	-	2,700
- Uxbridge	-	1,250	-	4,500	-	-	5,750
Ambulances & Equipment - Growth Related	-	525	-	525	-	1,575	2,625
Ambulances & Equipment Replacement	3,306	2,285	2,328	2,691	2,437	17,406	27,147
Paramedic Service sub-total	5,406	9,260	2,328	7,716	2,437	18,981	40,722
Health & Social Services							
New Ontario Works Delivery Location	-	-	-	20,000	-	-	20,000
Sunderland Relocation and Expansion - Child Care	-	1,000	-	-	-	-	1,000
Seaton Facility	-	8,300	-	-	-	-	8,300
Social Services sub-total	-	9,300	-	20,000	-	-	29,300
Headquarters Expansion	-	-	-	120,000	-	-	120,000
Works Operations							
Regional Roads Program	85,634	101,570	120,170	115,285	121,970	666,420	1,125,415
Works Operations sub-total	85,634	101,570	120,170	115,285	121,970	666,420	1,125,415
TOTAL TCA REQUIREMENTS	91,555	121,130	180,498	287,001	127,907	771,301	1,487,837

- C) Financing for the 2018 Net Major Tangible Capital Asset Program for General Property Tax Purposes in the net amount of \$91,555,000 be approved as follows:

**GENERAL PURPOSES
2018 CAPITAL FINANCING (\$000's)**

	<u>Police</u>	<u>Paramedic</u>	<u>Roads</u>	<u>Total</u>
Property Taxes	515	4,888	6,204	11,607
Development Charges	-	-	36,251	36,251
Rehabilitation / Special Road/Bridges Reserve Funds	-	-	41,779	41,779
Debentures	-	518	-	518
Other ¹	-	-	1,400	1,400
Total Financing	515	5,406	85,634	91,555

Note:

1. Contribution from Simcoe County

Contributions for Regional Roads and Bridges

- D) A 2018 contribution of \$12,549,000 to the **Regional Roads Reserve – Growth** be authorized to allow for financing of Road Capital Construction Projects.
- E) A 2018 contribution of \$26,050,000 to the **Regional Roads Rehabilitation Reserve Fund** be authorized to assist with roads rehabilitation requirements.
- F) A 2018 contribution of \$5,525,000 to the **Regional Bridges Rehabilitation Reserve Fund** be authorized to assist with bridge rehabilitation requirements.
- G) A financing plan to advance the use of a portion of the Federal gas tax funds in order to address the most critical road rehabilitation be approved as follows:
- a. The outstanding debt servicing payments related to the Durham York Energy Centre continue to be financed from Federal gas tax revenue until the internal loan obligations are met in 2020 with the 2018, 2019 and 2020 payments to be phased in order to provide \$4.8 million Federal gas tax revenue to be dedicated in 2018 to critical road rehabilitation needs; and
 - b. The following additional critical road rehabilitation capital projects be approved with financing from the Federal gas tax (\$4.8 million) and the balance of \$2.4 million from the 2018 budgeted increase in the Regional Road Rehabilitation Reserve:
 - o Liberty Street (Regional Road 14) from north of Concession 3 to Concession 4 in the Municipality of Clarington, at an estimated cost of \$1,900,000 (current pavement condition index rating of 15);
 - o Regional Road 21 from Marsh Hill (approximately 3.5 km east of Lake Ridge Road) to Highway 12 in the Township of Scugog at an estimated cost of \$3,000,000 (current pavement condition index rating of 13);

- o Regional Road 38 Whites Road from north of Kingston Road to Finch Avenue in the City of Pickering at an estimated cost of \$1,300,000 (current pavement condition index of between 24 and 30 for the various segments); and
 - o Regional Road 8 from Mill Run Gate to 0.4 km west of 4th Concession Road in the Township of Uxbridge at an estimated cost of \$1,000,000 (current pavement condition index of between 9 and 15 for the various segments).
- H) Given the funding allocation of \$2,216,952 for Durham Region through the Ontario Municipal Commuter Cycling Program (OMCC) which covers 80 per cent of eligible design, engineering and capital costs to build commuter cycling facilities, the Region's 20 per cent funding contribution of \$554,238 be included in the 2018 Regional Business Plans and Budgets (total OMCC cycling program \$2,771,190).

Provincial Download Services Costs

- I) **The 2018 Provincial Download Services Costs Budget** be approved as part of the 2018 Regional General Purposes property tax requirement in the total amount of \$48,153,000, including a provision of \$5,991,000 for the 2018 Durham Regional Local Housing Corporation Business Plan and Budget.

Conservation Authorities

- J) Funding totaling \$5,815,856 for operations and \$1,653,229 for 2018 Special Projects be approved for the **Region's five Conservation Authorities** with Special Projects funding provided as summarized below:

Kawartha Region Conservation Authority	\$140,890
Ganaraska Region Conservation Authority	228,232
Toronto and Region Conservation Authority	812,971
Lake Simcoe Region Conservation Authority	471,136
Total Conservation Authority Special Projects	\$1,653,229

- K) Additional funding totaling \$200,000 be provided from the Regional Land Acquisition Reserve Fund to the five Conservation Authorities for 2018 land management expenditures for properties within Durham Region as outlined below and that the Region continue to work with the Conservation Authorities to review the funding of land management activities, including financial reporting on the funding spent annually and associated outcomes as part of the Conservation Authorities annual accountability reporting:

Central Lake Ontario Conservation Authority	\$85,000
Kawartha Region Conservation Authority	15,000
Ganaraska Region Conservation Authority	37,000
Toronto and Region Conservation Authority	41,000
Lake Simcoe Region Conservation Authority	22,000
Total Conservation Authority Land Management Funding	\$200,000

- L) The **York/Peel/Durham/Toronto Groundwater Management Initiatives** be continued in 2018 at a funding level of \$175,000 for ongoing groundwater protection initiatives jointly funded with the City of Toronto and York and Peel Regions.
- M) The special funding request from Central Lake Ontario Conservation Authority (CLOCA) in the amount of \$100,000 for Phase One of Two of the Update to the CLOCA Watershed Plans be approved subject to the accountability of project costs incurred and project completion, with funding to be provided from the Regional Land Acquisition Reserve Fund.
- N) The special funding requests from Central Lake Ontario Conservation Authority in the amount of \$50,000 and from Ganaraska Conservation Authority in the amount of \$25,000 for the joint Lake Ontario Shoreline Management Plan Update project be approved with funding to be provided from the Regional Land Acquisition Reserve Fund subject to:
- a. Central Lake Ontario Conservation Authority and Ganaraska Conservation Authority securing the remainder of the project funding from the National Disaster Mitigation Program and Lower Trent Region Conservation Authority;
 - b. project completion; and
 - c. accountability of project costs.
- O) The special funding request from Ganaraska Conservation Authority in the amount of \$50,000 for their Watershed Plan update be approved subject to the accountability of project costs incurred and project completion, with funding to be provided from the Regional Land Acquisition Reserve Fund.
- P) The Region of Durham support the Toronto and Region Conservation Authority's 2018 application to the National Disaster Mitigation Program for \$400,000 in funding towards the Pickering and Ajax Dyke Remediation Environmental Assessment, Floodplain mapping update of the Duffins Creek watershed, and Hydrology update for the Petticoat Creek watershed.
- Q) The special funding request from Lake Simcoe Conservation Authority in the amount of \$39,162 for the Scanlon Creek Operations Centre Renovation Project be approved subject to the accountability of project costs incurred and completion of the project, with funding to be provided from the Regional Land Acquisition Reserve Fund.
- R) A contribution of \$569,838 to the **Regional Land Acquisition Reserve Fund** be authorized to assist in financing requests for funding received from the five Conservation Authorities to acquire environmentally sensitive lands within the Region, based on eligibility criteria per the approved Regional Land Acquisition Reserve Fund Policy.

Special Contributions

- S) The Oak Ridges Hospice of Durham Ltd. request for \$350,000 of capital funding for the construction of a residential hospice facility in Port Perry be approved, with the required financing from the Region's Hospital Reserve Fund; and further, that funds be released to the Oak Ridges Hospice of Durham Ltd. at the discretion of the Commissioner of Finance for the approved capital project as noted in the hospice request subject to the accountability of final capital costs reported upon completion.

Solid Waste Management 2018 Business Plan and Budget

- T) The **2018 Business Plan and Budget for Solid Waste Management** at a net property tax requirement of \$42,733,000 be approved as detailed in the 2018 Solid Waste Management Business Plan and Budget.
- U) The **Solid Waste Management Capital Forecast for the period 2019 to 2027** in the amount of \$184,819,000 as detailed below be received for information purposes only and subject to additional future approvals.

SOLID WASTE MANAGEMENT TANGIBLE CAPITAL ASSET REQUIREMENTS (\$'000's)							
Recommended	Forecast						
<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023-</u> <u>2027</u>	<u>Total</u> <u>2019-</u> <u>2027</u>	
Landfill Remediation / Reclamation	-	3,269	700	550	150	2,150	6,819
Organics Management Plan	-	169,500	-	-	-	-	169,500
Seaton Waste Management Facility - Pickering	-	-	-	8,500	-	-	8,500
TOTAL TCA REQUIREMENTS	-	172,769	700	9,050	150	2,150	184,819

Durham Region Transit 2018 Business Plan and Budget

- V) The **2018 Business Plan and Budget for Durham Region Transit** be approved at a total net property tax requirement of \$55,800,000, as detailed in the 2018 Durham Region Transit Business Plan and Budget.

- W) The **2018 Major Tangible Capital Assets Expenditure Program for Durham Region Transit** be approved in the gross amount of \$16,968,000 and the Capital Forecast for the period 2019 to 2027, (totalling \$297,421,000) as summarized below be received for information purposes only and subject to future approvals:

DURHAM REGION TRANSIT	TANGIBLE CAPITAL ASSET REQUIREMENTS (\$000's)													
	Recommended		Forecast											
	#	2018	#	2019	#	2020	#	2021	#	2022	#	2023- 2027	#	2019- 2027
Growth Related Vehicles	5	2,307	17	9,288	19	10,424	17	9,288	19	10,424	76	42,256	148	81,680
Replacement Vehicles	23	9,114	17	7,158	18	7,193	16	7,083	18	7,173	87	35,820	156	64,427
Bus Refurbishments	-	-	9	900	9	900	9	900	9	900	45	4,500	81	8,100
Facilities														
Indoor Bus Facility		4,250		-		50,500		-		-		37,300		87,800
Seaton		-		-		-		-		-		25,000		25,000
Raleigh		-		-		-		1,030		-		-		1,030
Other		34		203		-		12		-		25		240
sub-total - facilities		4,284		203		50,500		1,042		-		62,325		114,070
System Improvements		1,263		6,307		3,033		2,897		3,033		13,874		29,144
TOTAL TCA REQUIREMENTS	28	16,968	43	23,856	46	72,050	42	21,210	46	21,530	208	158,775	385	297,421

- X) Financing for the 2018 Capital Expenditure Program for Durham Region Transit in the gross amount of \$16,968,000 be approved as follows:

SOURCE OF FINANCING	2018 \$ (000's)
Property Taxes	1,184
Ontario Gas Tax Revenue	6,665
Development Charges	4,787
Public Transit Infrastructure Fund	3,045
Debentures	1,288
Total Financing	16,968

* Table may not add due to rounding

Financial Management and Accountability

- Y) **The Listing of 2018 Regional Fees and Charges**, as set forth in the 2018 Regional Business Plans and Budgets be approved and made available to the public and all applicable By-laws be amended accordingly.
- Z) Based upon the 2018 Regional Business Plans and Budgets as recommended herein, the Commissioner of Finance be authorized to set **2018 Regional Property Tax Rates for General Purpose, Solid Waste Management and Durham Region Transit** and approval be granted for the requisite By-laws.

- AA) **Capital project approval** be granted for expenditures and financing per the 2018 Capital Project Detail Forms within the 2018 Regional Business Plans and Budgets where contract awards are consistent with the Regional Budget Management Policy.
- BB) For any Regional program change or capital expenditure included within the 2018 Regional Business Plans and Budgets which is proposed to be financed in whole, or in part, from **Provincial/Federal subsidies or related revenues**, neither staffing, capital nor other related Regional expenditures be committed until such time as adequate written confirmation is received from the respective provincial/federal ministry to commit to the subsidy or related revenues (Committee of the Whole and Regional Council will be advised accordingly, consistent with the Regional Budget Management Policy).
- CC) All business case applications for subsidy or other related funding from senior levels of government or external organizations with respect to Region-operated programs be coordinated with the Region's Finance Department to ensure corporate financial accountability and requirements in expenditure management and financial reporting are met.
- DD) Funding totaling \$85,300 be approved within the 2018 Risk Management program of the Finance Department's 2018 Business Plan and Budget for **COMRA** (up to \$41,900) and the **Pickering Auxiliary Rescue Association** (up to \$43,400) to be administered by the Finance Department in consultation with the Durham Regional Police Service based upon services rendered.

EE) The reporting of the '**Impact of Excluded Expenses**' for tangible capital asset amortization, post-employment benefits and solid waste landfill closure/post-closure expenses be adopted, per requirements under Ontario Regulation 284/09 of the Municipal Act 2001 and the Public Sector Accounting Board (PSAB).

**ESTIMATED IMPACT OF EXCLUDED EXPENSES
ON ACCUMULATED SURPLUS
FOR THE 2018 BUSINESS PLANS AND BUDGETS
(\$000's)**

	<u>2017</u>	<u>2018</u>
	\$	\$
<u>PSAB Additions to Budget</u>		
Tangible Capital Asset Amortization	120,601	139,000
Post-Employment Benefit Expense	8,087	9,051
Landfill Closure/Post Closure - Increase in Liability	2,127	-
Liability for Contaminated Inactive Sites	-	-
Total PSAB Additions	<u>130,815</u>	<u>148,051</u>
<u>PSAB Reductions to Budget</u>		
Tangible Capital Asset Acquisition	(291,822)	(318,588)
Debt Principal Payments	(56,921)	(21,260)
Landfill Closure Costs - Decrease in Liability	-	(1)
Total PSAB Reductions	<u>(348,743)</u>	<u>(339,849)</u>
<u>Net Impact - (Increase) to Accumulated Surplus</u>	<u>(217,928)</u>	<u>(191,798)</u>

FF) In the event that the Restricted Acts after Nomination Day (as defined in the *Municipal Act, 2001*) should apply to the Region for the 2018 Municipal Election, Regional Council delegates authority to the Chief Administrative Officer and Treasurer, in consultation with the applicable Department Head to take action to make any expenditures or incur any liability that is deemed necessary but not included in the Region's 2018 Budget, and provided expenditures or liabilities are required to fulfil the obligations of maintaining and ensuring the appropriate continuity of the Regional operations, including Durham Region Transit and the Durham Regional Local Housing Corporation, and that any such actions taken shall subsequently be reported upon to Regional Council.

Such delegation shall be in addition to and notwithstanding the provisions of the Region's Purchasing By-law (By-law No. 68-2000, as amended) and the Region's Budget Management Policy. In addition, the provisions of Section 16.3 to 16.10 of the Budget Management Policy (Delegation of Authority during Recess of Regional Council) shall be extended to apply in the event that the provisions of the *Municipal Act, 2001* with respect to Restricted Acts after Nomination Day apply to the Region in the 2018 Municipal Election as if such period were a recess of Regional Council.

- GG) As required by Provincial Legislation for asset management planning purposes including reporting requirements for the Federal gas tax, development charge background studies, Provincial grant funding applications and long term financial plans, the Commissioner of Finance be the designated executive lead.
- HH) In order to ensure the continued financial sustainability in the delivery of municipal services across the Region and given that there may be a timing difference in the matching of taxable assessment growth and the related property tax revenue from the Seaton community with the budgeted Regional operating costs to service this community, it is recommended that:
- a. The estimated increase in assessment growth for Seaton in 2018, generating an estimated \$0.6 million in property taxes, be deferred **(Reserve Fund)** for consideration in 2019 in order to align taxation revenue with anticipated increases in Regional operating costs related to Seaton; and
 - b. A review to compare the anticipated Seaton-specific operating cost requirements with taxable assessment growth be undertaken annually as part of the Business Planning and Budget process to ensure the Seaton assessment growth is aligned with the related budgetary expenditures of Regional service requirements.

1. Highlights

- This report provides key recommendations regarding the 2018 Regional Property Tax Business Plans and Budgets for General Purposes, Solid Waste Management and Durham Region Transit. The 2018 Business Plans and Budgets and the recommendations herein represent the culmination of a significant effort by Regional staff to develop a budget that includes continued investment in the Region's strategic priorities while meeting the 2018 property tax guidelines approved by Regional Council (Report #2017-COW-202).

Recommended 2018 Budget

	2018 Increase (\$ millions)	Tax Impact (%)
Police Service	5.79	0.93
Durham Region Transit	3.90	0.63
Conservation Authorities	0.55	0.09
Solid Waste Management	(0.75)	(0.12)
Regional Operations and Other	13.25	2.13
Special Contributions	(0.37)	(0.06)
	22.37	3.60
Assessment Growth – Budgetary		(1.80)
Seaton Growth – Deferral		0.10
Property Taxpayer Impact		1.90

- The following table summarizes the Region of Durham's 2018 gross and net property tax budget. A more detailed schedule outlining the 2018 gross and net property tax and user rate budgets with prior year comparators is provided in Attachment #1 to this report.

Recommended 2018 Budget

	Gross Expenditures (\$000's)	Net Property Tax (\$000's)
Police Service	215,726	198,916
Durham Region Transit	100,001	55,800
Public Transit Infrastructure Fund	3,042	-
Roads and Bridges	184,979	85,079
Solid Waste Management	70,151	42,733
Public Works	255,130	127,812
Public Health	52,723	18,292
Paramedic Services	51,304	27,332
Long-Term Care	108,092	43,814
Social Housing	70,780	38,118
Social Assistance	120,951	18,606
Children's Services	78,859	9,116
Family Services	6,605	5,374
Health & Social Services	489,314	160,652
Governance & Administration	65,285	36,738
Planning & Economic Development	9,930	8,885
Emergency Management & 9-1-1	5,215	4,486
Other Regional Services	80,430	50,109
Outside Agencies	21,516	21,515
Other Regional Services	29,656	29,656
Outside Agencies and Other	51,172	51,171
Property Tax Supported Services - Total	1,194,815	644,460

- The recommended 2018 Regional Business Plans and Budgets represents a net property tax budgetary increase of 1.9 per cent or approximately \$50 for the Region-wide average residential home after assessment growth.

- The 2016 and 2017 Budgets allocated a portion of the assessment growth to offset expected adjustments to the assessment base in the future as a result of the significant non-residential assessment appeals. The continuation of this provision in 2018 will help to mitigate against further taxation shifts to the residential sector.
- The recommended 2018 property tax increase of 1.9 per cent achieves an affordable tax increase for businesses and residential property owners, gives consideration to continued re-assessment increases being phased-in, provides funding to maintain existing levels of services with program enhancements in priority areas and invests in the Region's infrastructure.
- The \$22.99 million net budgetary increase in 2018 is the result of both base and program changes. The 2018 base budget changes include pricing inflationary, contractual and economic increases in addition to the annualization of the enhancements approved by Regional Council within the 2017 Budget.
- Details on the various annualization impacts in the 2018 budget for items approved as part of the 2017 budget include:
 - Annualization of 46 positions, 36 approved in the 2017 budget and 10 approved in-year due to Provincially funded programs. The net impact of these new positions on the 2018 budget is \$2.19 million.
 - Durham Region Transit service plan enhancements on the conventional route network at a net cost of \$1.19 million in 2018 (this includes approximately \$120,000 in annualized staffing costs for two new operators also included in the annualized staffing costs above).
 - Annualization of the operating costs for the new Raleigh Maintenance Facility opened in June 2017 at a net increase cost of \$230,000 in 2018.
 - Annualization of Sunderland Paramedic Station \$815,000 (including \$757,000 in paramedic staff costs captured in the position annualizations summarized above).
- The recommended 2018 Business Plans and Budgets accommodate the following:
 - Additional 50 new positions (refer to New Positions Schedule) at a cost for 2018 of \$2.55 million (\$5.10 million annualized).
 - Transit increases for conventional service enhancements (\$0.5 million), and the provision of \$17.0 million in capital requirements (replacement buses, growth related vehicles, system improvements, preliminary costs for an indoor bus storage facility).
 - As indicated in the Multi-Year Economic and Financial Forecast: 2019-2022 and Guidelines for the 2018 Regional Business Plans and Property Tax Budget Report 2017-COW-202, a financing plan to advance the use of the Federal gas tax funds has been developed in order to address the most critical road rehabilitation needs.

- In addition to the 2018 Construction of Municipal Services for Roads/Bridges of \$85.6 million, the additional \$7.2 million (federal gas tax \$4.8 million; roads rehabilitation reserve fund \$2.4 million), for critical road rehabilitation needs, brings the total 2018 Roads Capital Program to \$92.8 million, an increase of \$11.7 million from 2017.
- The Construction of Municipal Services for Roads/Bridges of \$85.6 million, includes \$7.4 million for bridges, \$27.7 million for road expansion projects, \$26.0 million for Road Rehabilitation; \$11.7 million for Highway 407 related works; \$5.1 million for property acquisitions for BRT; and \$7.8 million for Traffic Control and other items.
- Waste Composition Study - In light of the impending and significant legislative changes to the blue box and organics program, the 2018 budget includes funding for a Waste Composition Study. The total cost of the study is \$1.306 million which is partially offset by potential savings in haulage and disposal costs for the 8,818 tonnes being redirected from the Durham York Energy Centre (DYEC), leaving a net cost of \$442,000 for the study. This study will provide key current data to inform the current organics management study and plan implementation. Through the pilot, the Region would confirm the current composition of its single family and multi-residential mixed waste, receive key data on 2018 organics capture rates, and the rate of probable contamination and unmarketable wastes.
- Paramedic Services budget provides for staff to extend coverage on a 16 hour paramedic services vehicle to 24 hours effective July 1, 2018 at an estimated cost of \$274,000 (annualized cost \$548,000) and facility maintenance, replacement of equipment, vehicles and defibrillators (\$3.32 million).
- The 2018 budget for Public Health has been restated to align with the new Standards for Public Health Programs and Services that were effective January 1, 2018. The 2018 budget includes investments in six positions, including a By-law Enforcement Officer to address the new mandate and increase enforcement under the Smoke Free Ontario Act; a Public Health Inspector to respond to increased provincial requirements to follow-up, track, disclose and report on emerging diseases; and a Public Health Inspector for Food Safety to respond to changes in protocols and legislation, complaints and an increased number of food establishments.
- Investing an additional \$100,000 for financial empowerment and poverty reduction activities within the Social Investment Fund program, bringing the total funding for these activities to \$200,000. This fund will provide additional supports that help to address child poverty in Durham by investing in financial empowerment activities for families experiencing poverty and low income.
- \$1.06 million increase in CHPI funding – further investment of \$1.21 million in partnered agencies to assist households to obtain and/or retain housing including emergency shelter solutions, housing and related supports, services and supports and homelessness prevention. In addition a new program assistant will provide support to align strategic objectives of CHPI with the Durham Region Long-Term Affordable Housing Strategy.

- \$10.1 million in additional provincial subsidy to support and expand child care and related early learning programs in Durham. As a result of this increased funding, the wait-list for Child Care Fee Subsidy has moved from 12 months reported in 2017 to 2 months.
 - Establishment of a Privacy Management program, in Legislative Services, including developing a privacy management and accountability framework, integrate privacy practices into daily operations throughout the Region, promote privacy awareness and establish key performance indicator to measure the program's success. (\$255,000 – includes three new full time staff members and office renovations).
 - Conservation Authority – \$200,000 in additional funding for land management costs and up to \$264,162 in funding for one-time special funding requests.
 - Continued investments in equipment, energy conservation, and infrastructure and technology improvements.
 - Investment in staffing resources for Durham Region Police Service (DRPS) by reducing the Uniform vacancy rate from 5.9 FTE to zero, hiring two additional uniform members for the Diversity, Equity and Inclusion Office, two civilian positions and increasing part-time staffing. Funding for the first half year of the one year body worn camera pilot and continued investment in capital are also provided for in the 2018 DRPS budget.
- Annual reviews of fees and charges are undertaken to ensure fees are updated where possible to keep pace with the increasing costs of providing Regional Services to a full cost recovery methodology. Impacts to 2018 Business Plans and Budgets include both the annualization of 2017 and new 2018 increases in fees and charges. Finance Staff in consultation with all departments continue to review fees and charges to ensure appropriate cost recovery and maximization of revenue.

1.1 Known Future Fiscal Pressures

- Known and significant financial pressures to be financed over the forecast period include:
 - Staff annualization costs of the 50 new staff positions recommended in the 2018 budget adds approximately \$2.54 million to the budget in 2019.
 - Transit service plan forecasts for the next nine years highlight the need for an incremental 474,858 hours of services at a net cost increase of \$42.9 million over the nine years (annual average of \$4.8 million). The increased cost to DRT under the new PRESTO agreement, forecasted to reach between \$2.1 and \$2.9 million annually between 2021 to 2027, coupled with the Region's portion of the pending PTIF 2 projects and resulting operating impacts will place significant pressure on the tax levy over the forecast period.
 - Road rehabilitation needs identified over the forecast period (2019 – 2027) is approximately \$339.6 million.
 - Growth related road expansion projects over the forecast period (2019 – 2027) total approximately \$591.6 million.

- Regional road improvements required to accommodate the Highway 407 east extension are estimated to cost \$51.9 million.
- Bridge and structure rehabilitation and replacement needs have been identified at approximately \$72.3 million over the forecast period (2019 – 2027).
- Facility expansions over the next 10-year period to provide services for a growing and more diverse population and meet the current and future staffing requirements to service these demands (i.e. Paramedic Services, Public Health, Social Services, Transit, Police Service and Regional Headquarters). The financial impact of these facilities include future debt servicing costs and an increase in operating costs to maintain the new facilities.
- Police capital and related debenture servicing requirements which are anticipated to increase from \$11.5 million in 2018 to \$21.2 million by 2027 for new and renewed police facilities.
- Transit debt servicing requirements are projected to increase from \$1.0 million in 2018 to \$10.5 million in 2024 for new facilities over the forecast period.
- Aging social housing projects with significant capital requirements and time-limited senior government funding levels over the forecast period.
- Future funding commitments related to the Solid Waste Management Program including future remediation costs related to the Region's seven closed landfill sites and the potential new organics management plan to increase organic waste diversion.
- Long term financial planning, through asset management studies, will consider asset replacement, rehabilitation and/or renewal needs. Balanced investment timing for growth related and existing assets will assist in ensuring affordable capital investments over the forecast period, as well as affordable maintenance and replacement schedules into the future.
- The outstanding assessment appeals at the Assessment Review Board (ARB) involve a total of \$7.8 billion in Durham Region assessment. Of these assessment appeals, it is estimated under a medium risk scenario that the Region has the potential to lose \$11.6 million in Regional taxes. In addition, with the 2016 reassessment, the majority of the non-residential properties have appealed their 2017 assessment.
- The Region has benefited from the Ontario Works and Court Security Upload. This incremental provincial funding has provided the Region with some flexibility to invest in its priorities while minimizing the property tax increases. The final year of the upload is 2018.

- In addition to the known commitments that the recommended 2018 business plan will impose on the 2019 property tax requirements and the identified pressures above, Council needs to maintain the necessary financial flexibility to respond to unforeseen program expenditures, reductions in provincial subsidies or financial and economic risks. This flexibility also provides the opportunity for the Region to continue to leverage senior government funding to address priority infrastructure needs.

1.2 Risks, Pressures and Uncertainty

- There are numerous risks, pressures and uncertainties that the Region faces in pursuing the achievement of its strategic direction and in the successful delivery of its programs and services.
- In addition to operating risks, the Region faces many strategic risks arising from changes in legislation and regulation, policy changes, uncertainty and the sustainability of senior government funding and subsidies.
- The Region of Durham is able to mitigate many of the above risks through prudent long-term financial planning. This was recently recognized by Moody's Investors Services, as part of the Region's bond rating review.

Policy/Legislative Risks

- Climate change impacts on Regional infrastructure and impacts from Provincial policies and programs.
- Waste Free Ontario Act, 2016 - the new Act transfers full responsibility for these programs to producers, with no legislative role defined for municipalities. The transition has risks, including: cost recovery, potential stranded assets and service delivery.
- Effective January 1, 2018, the Ministry of Health and Long-Term Care has implemented a modernization of the Ontario Public Health Standards. The new Standards for Public Health Programs and Services include 12 standards, population health and program outcomes, and both standardized and variable requirements. The new standards include Health Equity, Effective Public Health Practice and School Health. These new standards impact what and how services are delivered. To date, the Province has not provided clarification on how provincial funding may be adjusted in recognition of the new standards.
- Long-Term Affordable Housing Strategy - Provincial strategy, updated in March 2016, aims to transform the housing system in Ontario with specific goals of ending homelessness and increasing the supply of affordable housing, with no commitment to providing long-term, sustainable provincial funding.
- No long term predictable, sustainable funding under the National Housing Strategy to address capital funding for affordable housing and funding for critical rehabilitation needs of existing stock.

- Conservation Authorities Act Review – outstanding concern for Durham is the lack of commitment from the Province for a predictable, sustainable source of funding and the lack of a consistent reporting process. With the passing of Bill 183 in December 2017, the Province has the opportunity to introduce regulations governing how capital and operating costs are apportioned by CAs to participating municipalities as well as the process by which participating municipalities could appeal apportionment decision.
- Comprehensive Municipal Review for next Official Plan and Changes to Intensification Targets - Municipalities have been planning infrastructure based on the population and density targets of the current growth plan. An increase in density targets may have significant financial implications related to infrastructure.
- In addition to the above, other legislative/policy initiatives that pose uncertainty and related risks to the Region surround the implications of the Police Services Act review, Provincial Poverty Reduction Initiative, Outcomes for Provincial Income Security Reform and Working Group, Basic Income Pilot, potential transition of Public Health to Local Health Integration Networks; Ambulance Act Review, and the Public Inquiry into Safety and Security of LTC system.

Funding/Revenue Risks

- Assessment Appeals – Property tax assessment appeals continue to represent material risk to the Region. There still exists outstanding appeals from previous reassessment cycles in addition to recently launched appeals for the current reassessment to 2016 values. The previous two reassessment cycles (2008 and 2012) have estimated tax losses almost double the 2005 reassessment cycle. Based on the valuation changes witnessed in the current reassessment for taxation years 2017 to 2020, it is unlikely that municipal assessment at risk will decrease in the near term.
- Police Grant Consolidation – As part of strategy for a Safer Ontario, the Province has indicated that they will be moving towards an outcomes – based funding model. The new funding model consolidates existing funding under the PAVIS/DRAVIS, SCOPP and CPP programs, into a single grant. Expectation is that the new single grant amount may be lower than the sum of the existing funding.
- Application based funding, while posing a financial opportunity, also places pressure on the Region to match funding, fund ineligible costs and provide staff resources required for project submissions, project delivery and administrative reporting requirements. There can also be financial risk if projects are not completed by the dates set out in the contribution agreements leaving the Region to fund 100 per cent of the uncompleted portion.
- Increases to fees and charges to ensure special fees result in full cost recovery for special services provided.

- The following chart summarizes the direct and immediate finance costs of shifts in several risk variables including revenue, expenditures and subsidies:

Risk Component	Sensitivity Assumption	Estimated Impact (\$)
Revenue		
Property Taxes	0.1 per cent <u>decrease</u> in weighted assessment growth	644,000
Assessment Review Board Decisions	1 per cent <u>decrease</u> in commercial weighted assessment 1 per cent <u>decrease</u> in industrial weighted assessment	804,000 190,000
Development Charges (excluding water and sewer)	100 single detached residential units <u>decrease</u>	1.1 million
Waste Diversion	1 per cent <u>decrease</u> in recyclable revenues	52,000
DRT Fare Revenue	1 per cent <u>decrease</u> in DRT total fare revenue	216,000
Expenditure		
Debt Charges	1 per cent <u>increase</u> in interest rates	3.9 million
Electricity	5 per cent annual price <u>increase</u> (existing rate structures)	294,000
Natural Gas	5 per cent annual price <u>increase</u> (existing rate structures)	71,000
Gasoline	1 cent price <u>increase</u> per litre	30,000
Diesel	1 cent price <u>increase</u> per litre	87,000
Winter Maintenance	1 per cent <u>increase</u> in expenditures	48,000
Subsidy		
Public Health	1 per cent <u>decrease</u> in mandatory program funding	253,000
Paramedic Services	1 per cent <u>decrease</u>	225,000
Long-Term Care	1 per cent <u>decrease</u>	429,000
Child Care	1 per cent <u>decrease</u>	651,000

Notes:

1. Diesel and gasoline prices include all Regional fleets (e.g. Police, Transit, Paramedics, and Works).
2. Commodity costs (i.e. electricity and natural gas) do not include Durham Regional Local Housing Corporation.

1.3 Financial Management and Planning

“Durham’s very strong financial management practices further support the rating...Annual studies drive Durham’s long-term financial planning and feed into annual budgets, which we view as detailed and realistic.” – S&P Global Ratings, 2017

- The scale, diversity and complexity of the Region’s services and the substantial infrastructure required to deliver these services requires ongoing financial flexibility and long term planning to identify and proactively respond to economic and environmental factors as well as legislative and regulatory changes and fiscal challenges. Regional Council achieves this through a combination of best practice financial management policies and effective longer term planning.
- This approach has enabled Regional Council to accomplish key priorities, such as investing in growth while maintaining low debt levels, funding improvements in infrastructure, investing in priority programs such as police and transit, leveraging provincial and federal funding programs and participating in energy and climate change initiatives.
- The Region also maintains financial flexibility allowing it to up-front finance nearly \$600 million in capital projects in past years thereby avoiding the use of debentures and the related estimated \$367 million in interest costs to property tax and user rate funded programs.
- Potential risks and costs beyond the control of the Region are mitigated with the General Levy Stabilization Reserve Fund. This allows Council to maintain the budget at normalized levels, rather than increasing taxes for extraordinary requirements such as energy and commodity price fluctuations, variable winter maintenance costs, litigation awards, provincial subsidy reductions, or other unanticipated financial requirements.
- Regional Council and staff continue to balance growth-driven requirements with infrastructure renewal and improved services. Evidence-based decision-making and business case analyses provide a disciplined approach for prioritizing the various pressures facing the Region.

1.4 Conclusions

- The 2018 Business Plans and Budgets recommendations for property tax supported programs are lower than the guideline adopted by Council in October 2017 (2.25%) and represents a net property tax budgetary increase of 1.9 per cent or approximately \$50 for the Region-wide average residential home after assessment growth. The increase provides funding for the budgetary base changes required to continue with the existing service levels as well as the recommended priority program changes to respond to key program needs, legislative changes and requirements, and provide for continued investment in the Region’s infrastructure.

- The 2018 Business Plans and Budgets reflect and respond to the current economic context. They address changing legislative and regulatory requirements, increasing program requirements, changing demands for programs and services, inflationary and economic pressures while ensuring taxpayer affordability, and taxpayer competitiveness given the continued reassessment impacts faced by a large number of property taxpayers in 2018.
- The 2018 business plans reflect the necessary fiscal discipline expected by Durham's residents and the business community. Durham Region staff will continue to explore efficiencies and, where required, phasing or deferring program changes or capital works to ensure tax payer affordability and competitiveness.
- At the same time, fiscal sustainability is paramount and is being achieved through the Region's consistent commitment to support financial policies and long term financial planning that maximizes the up-front financing of capital infrastructure projects, minimizes debt issuance, maintains adequate funding for risk mitigation and unforeseen expenditures, maintains manageable property tax and revenue based rate increases and ensures accountability to property taxpayers.

1.5 Detailed 2018 Regional Business Plans and Budgets

- Detailed 2018 Regional Business Plans & Budgets for Property Tax Purposes are available on-line through the link provided on the February 6 and 7, 2018 Committee of the Whole Agenda or in hard copy by contacting the Finance Department at (905) 668-7711 ext. 2303.

Original Signed By

R.J. Clapp, CPA, CA
Commissioner of Finance

Recommended for Presentation to Committee:

Original Signed By

G.H. Cubitt, M.S.W.
Chief Administrative Officer

DETAILED REPORT

2. Background

- This report provides key recommendations regarding the 2018 Regional Property Tax Business Plans and Budgets for General Purpose, Durham Regional Police Service, Durham Region Transit and other agencies funded by the Region.
- Significant staff efforts by all departments have been required to achieve a 1.9 per cent property tax increase, after consideration of estimated net assessment growth. The recommended business plans and budgets have been informed by the considerable business planning by Council which includes the annual Asset Management Study; Long Term Servicing and Financing Studies for Transportation, Waste Management, Social Housing and Transit; and the annual Strategic Property Tax Study.
- The Council approved 2018 Property Tax Guidelines were based upon comprehensive analyses of Departments' and outside agencies' submissions in the context of the current economic environment, as noted in Report #2017-COW-202, the Region's annual Multi-Year Economic and Financial Forecast (2019-2022) and Guidelines for the 2018 Regional Business Plans and Property Tax Budget.
- The various 2018 Regional servicing and financing studies have emphasized the need for continued phased strategic infrastructure investment. The recommended business plans and budgets accommodate the economic increases, the continuation of existing service levels and programs and provide for the financing of strategic capital projects and Regional Council priority programming needs.

3. Business Planning Cycle

“The Region’s forward looking financial planning for operating and capital plans allow it to identify and address anticipated pressures early on.” – Moody’s Investors Service, 2018

- The Region's Strategic Plan supports and informs each phase of the Region's annual business planning cycle. The cycle begins with the preparation of a multi-year economic and financial forecast and a ten-year capital plan. This plan identifies the multi-year operating and capital pressures, risks, and available funding for each major program area. The forecast provides the basis for setting the current year's budget guideline.
- The Asset Management Plan provides key information and metrics on the Region's assets and informs the Region's infrastructure planning throughout the annual business planning cycle.
- Servicing and financing studies are prepared for each of the Region's major service delivery areas, providing information on long-term operating and capital pressures, available financing, and environmental scans and risks in each area.

- The annual business plans and budgets:
 - Are aligned with the Region of Durham's 2015 – 2019 Strategic Plan and reflect and respond to the priorities in the Plan.
 - Articulate Regional goals, objectives and strategies, indicating how the plans achieve these and how the funding requested specifically enables them.
 - Follow industry best practice by assessing the long-term implications of the proposed business plans and capital asset forecasts.
 - Plan for ongoing financial commitments to maintain, replace or improve capital infrastructure assets.
 - Incorporate performance measures for the assessment of program effectiveness and efficiency in achieving objectives and desired outcomes.
 - Ensure proper, accountable and transparent disclosure of all relevant financial information.

4. 2018 Regional Property Tax Impact

- The 2018 Regional Business Plans and Budgets for Property Tax Purposes provide funding for the following program areas:
 - Regional Operations (including Solid Waste Management);
 - Durham Regional Police Service;
 - Durham Region Transit;
 - Provincial Download Services Cost (mainly Social Housing and MPAC);
 - Conservation Authorities; and,
 - Special funding contributions.
- The 2018 Business Plans and Budgets continue Durham's adherence to financial management best practices. These principles are recognized as core to the Region's long standing Triple A credit rating, and include support for low, manageable levels of debt through up-front capital financing, and the conservative and prudent use of the Region's reserve funds.
- The Business Plans and Budgets also advance the accountability and transparency of the Region's budget reporting and operations by aligning funding decisions with the priorities identified in the Region's strategic plan, and measuring outcomes through various performance measurement programs including MBNCanada, and adhering to Public Services Accounting Board changes, including the reporting of capital assets.
- The recommended 2018 Regional Business Plans and Budgets maintain current service levels without reductions to existing programs; address critical infrastructure and program needs; meet and respond to changes in legislation and regulations; position the Region to respond to future pressures; and provide strategic investments to address Regional Council priority initiatives.

4.1 Durham Regional Police Service

- The recommended 2018 Business Plan and Budget for the Durham Regional Police Service, in the amount of \$198.9 million, represents a net expenditure increase of 3.0 per cent, or \$5.8 million compared to 2017 (a 2018 Property Tax impact of 0.93 per cent).
- The 2018 Business Plan and Budget includes the following investment in staffing resources for Durham Regional Police Service:
 - An increase in the authorized strength from 871 to 873 for a Sergeant and Constable for the Diversity, Equity and Inclusion Unit;
 - An increase of two new full time civilian positions, a Facilities Interior Designer and Fleet Technician;
 - An increased investment in part-time staff (5.5 full time equivalents) with the majority (3.4 full time equivalents) for the first half year of the one year Body Worn Camera Pilot; which will take place over budget years 2018 and 2019; and
 - A further reduction of the Uniform member vacancy rate from 5.9 FTE in 2017 to zero in 2018.
- The 2018 budget includes \$683,000 for the first six months of the Implementation of a Body Worn Camera Pilot project. The total pilot is estimated at \$1.22 million with the remaining spending in the 2019 budget year.
- The provincial upload of the court security funding of \$567,000.
- The 2018 capital budget for Durham Regional Police Service includes property tax funded capital purchases of \$3.6 million for vehicle, equipment purchases, and facility maintenance and renewal.

4.2 Durham Region Transit

- The recommended 2018 Business Plan and Budget for Durham Region Transit (DRT), in the amount of \$55.8 million, represents a net expenditure increase of 7.5% per cent, or \$3.9 million compared to 2017.
- The budget is based on 10.48 million riders in 2018 (2.5 per cent increase over 2017 projected actuals), and equivalent to 2017 budgeted ridership on the strength of the planned service enhancements and ridership improvement initiatives.
- The proposed 2018 DRT Business Plan and Budget provides for the following annualization costs from 2017:
 - Annualization of the 2017 service changes on the conventional route network at a net cost of \$1.19 million in 2018.
 - Annualization of the operating costs for the new Raleigh Maintenance Facility at a net increased cost of \$230,000 in 2018.
 - Annualization of two new positions approved in the 2017 budget.

- The proposed 2018 DRT Business Plan and Budget also provides for the following:
 - Seven new conventional operator positions (\$330,000 in 2018; \$660,000 annualized);
 - 10,523 new service hours in 2018, partially offset by a reduction of 5,220 hours due to optimization to begin in April, and July at a net cost of \$499,651 in 2018 (annualized cost of \$1.05 million);
 - Three new permanent full time positions at a 2018 cost of \$187,000 (annualized cost of \$374,000);
 - Capital investments totaling \$16.97 million that include new growth vehicles (4 conventional buses, 1 service vehicle), vehicle replacements (16 conventional, 4 specialized, 3 service vehicles), smart technology replacements/upgrades and the purchase of property for a new indoor bus storage facility;
 - Adjustments to route maintenance costs for snow and ice clearing, and garbage pick-up to reflect historical actuals of recent years (\$464,000) and increased costs for shelter cleaning, which was previously provided under the shelter advertising contract (\$140,000);
 - Increase in PRESTO transaction fees as per the new PRESTO agreement (\$311,000);
 - One-time revenue share payment under previous shelter advertising contract (\$385,000);
 - Increase in shelter advertising revenue under new agreement (\$408,000);
 - Limited fare increases are proposed to encourage ridership growth (\$107,000); and
 - Annualization of 2017 U-Pass rate increase as well as the approved increase in the U-Pass rate to \$135 from \$127 per student per semester effective September 2018 and increased enrolment (\$458,000).

4.3 Regional Operations

- In total, there are 50 new positions in various departments (refer to New Staffing schedule) at a cost of \$2.55 million (\$5.10 million annualized). These positions:
 - support changes in provincial policy and programs in social services and health;
 - expand paramedic coverage;
 - address corporate support and administration requirements; and
 - respond to continuing service demand increases.

- The recommended 2018 Business Plans and Budgets will allow the following initiatives to move forward:
 - In addition to the 2018 Construction of Municipal Services for Roads/Bridges of \$85.6 million, an additional \$7.2 million (federal gas tax \$4.8 million; roads rehabilitation reserve fund \$2.4 million), for critical road rehabilitation needs, bringing the total 2018 Roads Capital Program to \$92.8 million, an increase of \$11.7 million from 2017;
 - The Construction of Municipal Services budget of \$85.6 million will advance the following priority Regional road and bridge projects:
 - \$27.7 million for road expansions (excluding Highway 407 and BRT related projects) including:
 - \$9.0 million to widen Harmony Road from four to five lanes from Rossland Road to Taunton Road in the City of Oshawa;
 - \$3.0 million to reconstruct the intersection at Regional Road 12 and Lake Ridge Road to a single lane roundabout in the Township of Brock;
 - \$2.8 million to realign and widen Victoria Street from south Blair Street to west of Thickson Road in the Town of Whitby; and
 - \$1.3 million to improve the intersection of Townline Road and Pebblestone Road in the Municipality of Clarington and the City of Oshawa.
 - Road rehabilitation work of \$26.0 million, including \$9.0 million for Lake Ridge Road (1.6 km north of Highway 7 to south of Concession 9) in the City of Pickering and Town of Whitby, \$8.4 million for Regional Road 57 (south of Concession Road 3 to 0.13 km north of Concession Road 4) in the Municipality of Clarington, and \$2.5 million for Simcoe Street (Beech Street to Reach Street) in the Township of Scugog;
 - \$7.4 million in funding for bridge and structure rehabilitation and replacement work, including \$2.7 million for Gamebridge Bridge in the Township of Brock and \$2.5 million for the Region's share of costs for the Uxbridge Brook Culvert Replacement;
 - \$11.7 million in road project costs to continue to accommodate the extension of Highway 407, including \$10 million for Simcoe Street from north of Conlin Road to Winchester Road in the City of Oshawa;
 - \$5.1 million for property acquisitions to prepare for future BRT related road expansion and improvement work along Highway 2; and
 - \$7.8 million for traffic control and other transportation related projects.

- Paramedic Services budget provides for extending coverage on a 16 hour paramedic services vehicle to 24 hour effective July 1, 2018 at an estimated cost of \$274,000 (annualized cost \$548,000) with 4 new staff and facility maintenance, and equipment and vehicle replacements including nine ambulances (\$1.71 million), two emergency response vehicles (\$152,000), one management support vehicle (\$42,000) and 50 defibrillators (\$1.16 million).
- The 2018 budget for Public Health has been restated to align with the new Standards for Public Health Programs and Services that were effective July 1, 2018. The new Standards include 12 standards, population health and program outcomes and both standardized and variable requirements. The new standards include Health Equity, Effective Public Health Practice and School Health. These new standards impact what and how services are delivered.
- Investing an additional \$100,000 for financial empowerment and poverty reduction activities within the Social Investment Fund program, bringing the total funding for these activities to \$200,000. This fund will provide additional supports that help to address child poverty in Durham by investing in financial empowerment activities for families experiencing poverty and low income.
- Advance key actions from the Affordable and Seniors' Housing Task Force (Report #2017-COW-249) including developing a surplus land inventory of publically owned surplus land in Durham Region; providing a forum to investigate planning issues; investigating property standards; and building a public awareness campaign for affordable rental housing and seniors' housing needs and choices. 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. This work will further inform the 2018 update of "At home in Durham, the Durham Housing Plan 2014 – 2024" including the development of outcomes and performance measures.
- \$1,059,296 increase in CHPI funding – further investment of \$1,206,360 in partnered agencies to assist households to obtain and/or retain housing including emergency shelter solutions, housing and related supports, services and supports and homelessness prevention. In addition a new program assistant will provide support to align strategic objectives of CHPI with the Durham Region Long-Term Affordable Housing Strategy.
- \$10.1 million in additional provincial subsidy to support and expand child care and related early learning programs in Durham. As a result of this increased funding, the wait-list for Child Care Fee Subsidy has moved from 12 months in 2017 to 2 months.
- Increase in operating and capital funding for the DRLHC.
- Waste Composition Study - In light of the impending and significant legislative changes to the blue box and organics program, the 2018 budget includes funding for a Waste Composition Study. The total cost of the study is \$1.306 million which is partially offset by potential savings in haulage and disposal costs for the 8,818 tonnes being redirected from the Durham York Energy Centre (DYEC) to the study (\$864,000), leaving a net cost of \$442,000 for the

study. This study will provide key current data to inform the current organics management study and plan implementation. Through the pilot, the Region would confirm the current composition of its single family and multi-residential mixed waste, receive key data on 2018 organics capture rates, and the rate of probable contamination and unmarketable wastes. This information will help inform the organic management strategy business case.

- Continued investment in growth planning and transportation planning studies and Economic Development initiatives.

4.4 Federal Gas Funding Applied to Critical Road Rehabilitation Needs

- As indicated in the Multi-Year Economic and Financial Forecast: 2019-2022 and Guidelines for the 2018 Regional Business Plans and Property Tax Budget (Report 2017-COW-202), a financing plan to advance the use of the Federal gas tax funds has been developed in order to address the most critical road rehabilitation needs.
- Specifically, it is recommended that a financial plan to advance the use of a portion of the Federal gas tax funds in order to address the most critical road rehabilitation needs, as identified by the Works Department, be approved as follows:
 - The outstanding debt servicing payments related to the Durham York Energy Centre continue to be financed from Federal gas tax revenue until the internal loan obligations are met in 2020 with the 2018, 2019 and 2020 payments to be phased in order to permit \$4.8 million to be immediately dedicated to critical road rehabilitation needs; and
 - The following additional critical road rehabilitation capital projects be approved with financing from the Federal gas tax and the balance of \$2.4 million from the budgeted increase in the Regional Road Rehabilitation Reserve:
 - Liberty Street (Regional Road 14) from north of Concession 3 to Concession 4 in the municipality of Clarington, at an estimated cost of \$1,900,000 (current pavement condition rating of 15);
 - Regional Road 21 from Marsh Hill (approximately 3.5 km east of Lake Ridge Road) to Highway 12 in the Township of Scugog at an estimated cost of \$3,000,000 (current pavement condition of 13);
 - Regional Road 38 Whites Road from north Kingston Road to Finch Avenue in the City of Pickering at an estimated cost of \$1,300,000 (current pavement condition of between 24 and 30 for the various segments); and
 - Regional Road 8 from Mill Run Gate to 0.4 km west of 4th Concession Road in the Township of Uxbridge at an estimated cost of \$1,000,000 (current pavement condition of between 8 and 15 for the various segments).

- Given that the 2017 balloon payment for the Durham York Energy Centre (DYEC) was internally financed, it is possible to phase the remaining debt servicing payment over the time period 2018 to 2020 in order to access some Federal gas tax funding in order to address the most critical road rehabilitation needs. Based on current cash flow projections, it is estimated that approximately \$8 million in Federal gas tax revenue could be available to further address critical road rehabilitation needs in 2019 and \$10 million in 2020.

4.5 Provincial Commuter Cycling Program

- On December 4, 2017, the Ontario Government advised that Durham Region's allocation of funding for the first year through the Ontario Municipal Commuter Cycling Program (OMCC), is \$2,216,952, as reported in Report 2018-INFO-06. This funding can be used to cover 80% of the eligible cycling costs, which leaves municipalities to cover the remaining 20% of the eligible cycling project costs.
- The OMCC Program is a four-year (2017-2020) Provincial funding program to increase investments in commuter-based cycling infrastructure across the province and reduce greenhouse gas emissions produced by the transportation sector.
- The OMCC Program provides only capital funding and does not provide funding for maintenance, operational costs or planning (other than development of cycling plans). Cycling projects can consist of new facilities, rehabilitation of existing infrastructure, or expansion of existing infrastructure (i.e., improving a facility that already exists).
- All OMCC Program cycling projects must be completed by December 30, 2020.
- In accordance with OMCC Program funding criteria, Durham Region's allocation of \$2,216,952 must be matched with \$554,238 in Regional funding (i.e. 20 per cent of total project costs), providing \$2,771,190 in total funding for OMCC Program funded cycling projects. The proposed 2018 Regional Business Plan and Budget includes the \$554,238 in matching Regional funding to advance cycling projects in Durham Region.

4.6 Conservation Authority Funding

- The 2018 budget for Conservation Authorities includes \$5,815,856 for operations and \$1,653,229 for special benefiting projects for the Region's five Conservation Authorities.
- The 2018 funding for the York/Peel/Durham/Toronto Groundwater Management Initiatives is recommended to remain at \$175,000 to finance ongoing groundwater protection initiatives jointly funded by the Regions and the City of Toronto.
- In addition, four of the five Conservation Authorities submitted requests for special one-time funding for specific projects and initiatives for consideration:
 - Central Lake Ontario Conservation Authority (CLOCA) - \$100,000 – Update to CLOCA's Watershed Plan (Phase One of Two).

- CLOCA and Ganaraska Conservation Authority (GRCA) requested \$50,000 and \$25,000 respectively for their 2017 funding application to the National Disaster Mitigation Program (NDMP) for the joint Lake Ontario Shoreline Management Plan Update project.
 - GRCA - \$50,000 - Watershed Plan Update.
 - Lake Simcoe Region Conservation Authority (LSRCA) - \$39,162 – Scanlon Creek Operations Centre Renovation Project – this project is for the renovation of the Scanlon Creek Operations Centre to provide additional office space.
 - The above requests are recommended with funding from the Regional Land Acquisition Reserve Fund.
 - In addition Toronto and Region Conservation Authority (TRCA) has requested \$400,000 for the Pickering and Ajax Dyke Remediation Environmental Assessment, Floodplain mapping update of the Duffins Creek Watershed and Hydrology update for the Petticoat Creek watershed. TRCA is looking to submit an application in 2018 to NDMP for 50 per cent funding. It is recommended that the Region of Durham support TRCA's funding application.
- Funding for Land Management
 - In the 2016 Regional Business Plans and Budget Reports (2016-F-10), Council directed staff to review the Authorities' land holdings and land management funding models.
 - Staff have worked closely with the Conservation Authorities (CAs) to document details on each of the five CAs land holdings. Land management expenditures were also looked at as part of this comprehensive review. Due to the limitations and inconsistencies across the five CAs, it was not possible to get a clear, consistent and comparable picture of current expenditures on their individual properties within the Region of Durham.
 - A methodology was developed for allocating land management funding across the CAs that considers various aspects of the CAs properties affecting land management costs and funding including the use of the land (e.g. open, limited access, no access), land under management contracts and whether the property has revenue generating opportunities including outside sources of dedicated funding.

- It is recommended that an additional \$200,000 in funding be provided from the Regional Land Acquisition Reserve Fund to the five CAs for 2018 land management expenditures for properties within Durham Region as outlined in the following table. It is further recommended that the Region continue to work with the CAs to review the funding of land management activities, including financial reporting on the funding spent annually and associated outcomes as part of the CAs annual accountability reporting:

Central Lake Ontario Conservation Authority	\$85,000
Kawartha Region Conservation Authority	15,000
Ganaraska Region Conservation Authority	37,000
Toronto and Region Conservation Authority	41,000
Lake Simcoe Region Conservation Authority	22,000
Total Conservation Authority Land Management Funding	\$200,000

4.7 Seaton Community

- Design of the water supply and sanitary sewer infrastructure required to support the development of Seaton is ongoing and a share of the linear and vertical infrastructure is under construction. As well, the construction of an interchange at Highway 407 and Whites Road is underway and anticipated to be completed by the end of 2018. The construction of the water supply and sanitary sewer infrastructure currently underway in Seaton will allow development within this community to commence in 2018/2019.
- It is anticipated that development of Seaton will commence prior to the construction of Regional facilities, including police, paramedic, health and social services, solid waste and transit services. Due to this difference in timing between development and the construction of Regional facilities within Seaton, the taxable assessment growth and property tax revenues in Seaton may not align with the anticipated increase in Regional operating costs specifically related to Seaton.
- Therefore, to ensure the continued financial sustainability of delivering municipal services across the Region, it is recommended that an annual review be undertaken as part of the Business Planning and Budget process to ensure that Seaton assessment growth is aligned with the related budgetary cost of Regional service requirements.
- Due to a change in tax classification on some of the Seaton lands, there is a small increase in assessment growth for Seaton in 2018, generating approximately \$0.6 million in property taxes. At the same time, there are no operating costs in the 2018 budget related to the servicing of Seaton. Therefore, in order to utilize this assessment increase to absorb future operating costs in Seaton, it is recommended that the \$0.6 million be deferred for consideration in 2019 in order to align taxation revenue with anticipated increases in Regional operating costs.

5. Fees and Charges

- Regional staff conduct annual reviews of fees and charges to ensure appropriate cost recovery, maximization of revenues to the extent possible and at a minimum, that all fees are updated to reflect changing circumstances, including inflationary pressures and legislative compliance. As recommended in the Multi-Year Economic and Financial Forecast 2019 – 2022 (Report 2017-COW-202), further review of Regional fees and charges will continue to be undertaken by the Finance Department, in consultation with the departments, to ensure appropriate cost recovery.

6. Regulation 588/17 Asset Management Planning for Municipal Infrastructure

- On December 27, 2017, Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure, under the Jobs and Prosperity Act, 2015 was released. The regulation prescribes the required asset management data, planning, and policies that must be completed and reported in the municipality's Asset Management Plan. The regulation also requires that municipality's asset management plans must be endorsed by the municipality's designated executive lead and be approved by Council.
- These new requirements will be phased in over the time period 2019 to 2024. The asset management requirements in the Development Charges Act (DCA) were also amended in order to provide that on July 1, 2024, the current transit development charge asset management requirements will be repealed and instead by subject to this new asset management regulation.
- In addition to these requirements, there are numerous other requirements for asset management information in grant funding applications; federal gas tax reporting and long-term financial plans.
- As well, the annual Asset Management Plan is a cornerstone of the Region's long-term business and financial planning process and prioritize activities in the economic and financial forecast, rates studies, detailed servicing and financing studies and detailed business plans and budget.
- The Region has taken significant steps annually over the last decade to enhance the Asset Management Plan and is very well positioned to meet the new asset management regulations. The interdisciplinary team of Regional staff will continue to advance the Region's Asset Management Plan in order to achieve all the new regulatory requirements.
- Accordingly, it is recommended that for the purposes of fulfilling the various legislative and administrative requirements for Regional Asset Management Plans, which include the development charge background studies, grant funding applications, gas tax reporting and long-term financial plans, the Commissioner of Finance be designated as the executive lead.

7. Regional Requirement Regarding Excluded Expenses Related to Tangible Capital Assets as Required by Ontario Regulation 284/09

- In June 2006, the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA) approved revisions to Section PS 3150 of the Public Sector Accounting Handbook for the accounting of tangible capital assets (TCA) for local governments. The purpose of these revisions was to establish standards for the accounting treatment of tangible capital assets acquired by local governments.
- The Regulation requires municipalities to prepare a report for adoption by Council if a municipality excludes provisions in its annual budget for all or a portion of the following expenses:
 1. TCA Amortization Expenses;
 2. Post-Employment Benefits Expenses; and,
 3. Solid Waste Landfill Closure and Post Closure Expenses.
- Since the Region's 2018 Business Plans and Budgets exclude provisions for all or a portion of the expenses relating to amortization of Tangible Capital Assets, post-employment benefits and solid waste landfill closure and post closure, this report is provided as required by the Regulation.

**ESTIMATED IMPACT OF EXCLUDED EXPENSES
ON ACCUMULATED SURPLUS
FOR THE 2018 BUSINESS PLANS AND BUDGETS
(\$000's)**

	<u>2017</u>	<u>2018</u>
	\$	\$
<u>PSAB Additions to Budget</u>		
Tangible Capital Asset Amortization	120,601	139,000
Post-Employment Benefit Expense	8,087	9,051
Landfill Closure/Post Closure - Increase in Liability	2,127	-
Liability for Contaminated Inactive Sites	-	-
Total PSAB Additions	130,815	148,051
<u>PSAB Reductions to Budget</u>		
Tangible Capital Asset Acquisition	(291,822)	(318,588)
Debt Principal Payments	(56,921)	(21,260)
Landfill Closure Costs - Decrease in Liability	-	(1)
Total PSAB Reductions	(348,743)	(339,849)
<u>Net Impact - (Increase) to Accumulated Surplus</u>	(217,928)	(191,798)

8. Budget Submissions to Meet Guideline

- The departmental forecast submissions contained requirements in keeping with their strategic priorities and enhanced program and service levels. To meet the 2018 budget guideline, departments have modified their plans in order to permit a phased approach to continued service growth. The 2018 recommended budget will permit:
 - increased staffing levels in key program areas;
 - conventional transit service enhancements;
 - strategic investments in programs to address poverty reduction initiatives, housing and homelessness, ageing populations and childcare;
 - resources required to address the new Public Health Standards and various provincial policy and legislative changes in Public Health;
 - investment in the maintenance and renewal of the Region's existing infrastructure; and
 - continued investment in priority capital assets including Roads, Bridges, Waste and the new Sunderland Paramedic Station.
- The strategic objectives of Regional Council, including the reinvestment necessary for Regional assets, remain phased with significant capital investment required over the forecast period. At the same time, the fiscal challenges faced by local businesses and residents is addressed through a modest property tax increase.

9. Multi-Year Commitments: Impact on Future Budgets

- The recommended 2018 budgets will have an impact on the 2019 property tax requirement in order to fully fund the annualized impact of the proposed enhancements to Regional program, such as:
 - 50 positions proposed in the 2018 budget (\$2.54 million in 2019);
 - 2018 Transit Service Plan enhancements (\$0.6million);
 - One-time Transit advertising revenue (\$0.4 million);
 - Police debt servicing requirements estimated to reach a high of \$21.2 million annually by 2027; and
 - Transit debt servicing requirements are estimated to increase from \$1.0 million in 2017 to a high of \$10.5 million in 2024 for the financing of transit facilities.

10. Risks/Uncertainties: Impacts Beyond the Region's Control

- There are numerous risks, pressures and uncertainties that the Region faces in implementing strategic direction and in the successful delivery of its programs and services.
- In addition to operating risks, the Region faces many strategic risks arising from changes in legislation and regulation, policy uncertainty and the sustainability of senior government funding and subsidies.

- The Region of Durham is able to mitigate many of the above risks through careful long-term financial planning. This has been recognized by Moody's Investors Service, as part of the Region's bond rating.

“The Region’s forward looking financial planning for operating and capital plans allow it to identify and address anticipated pressures early on.”

Moody’s Investors Services – January 9, 2018

11. Conclusion: Maintain Sound Financial Management Practices and Long-Term Financial Planning

- The recommended 2018 Regional Budgets and Business Plans are lower than the guideline established by Regional Council through the Multi-Year Economic and Financial Forecast and Guideline report.
- The recommended 2018 net property tax increase of 1.9 per cent maintains a balance for taxpayers while absorbing economic increases, annualization impacts, contractual obligations, and inflation. It provides for financing of strategic operating program and capital project investments while maintaining existing service levels.
- The bond rating agencies have consistently praised Regional Council's business planning. Its commitment to best practices in financial management policies and strategies is clearly shown in the maintenance of strong reserves, low and predictable levels of debt, up-front financing of significant major project costs; adherence to a “growth pays for growth” development charge policy; effective enterprise risk and asset management programs and disciplined long-term financial plans.
- Long term financial planning and risk management are key for ensuring a predictable capital program and reasonable debt levels. They allow sufficient financial flexibility to meet unforeseen challenges and access opportunities such as participation in senior government funding programs for infrastructure investment.
- Fiscal discipline will be crucial in maintaining financial flexibility and affordable taxes, in the face of continued pressure to expand program offerings, enhance service levels and increase debt levels.

The Regional Municipality of Durham Summary Estimated Gross and Net Budget Expenditures

(\$,000's)

	2017 Approved Budget		2018 Proposed Budget		Annual Change			
	Gross Expenditures (\$,000s)	Net Tax or User Rate (\$,000s)	Gross Expenditures (\$,000s)	Net Tax or User Rate (\$,000s)	Gross Expenditures (\$,000s)	%	Net Tax or User Rate (\$,000s)	%
PROPERTY TAX SUPPORTED								
Police Service	209,088	193,124	215,726	198,916	6,638	3.2%	5,792	3.0%
Durham Region Transit	95,660	51,900	100,001	55,800	4,341	4.5%	3,900	7.5%
Public Transit Infrastructure Fund	14,331		3,042	-	(11,289)	(78.8%)	-	
Roads and Bridges	163,723	81,096	184,979	85,079	21,256	13.0%	3,983	4.9%
Solid Waste Management	70,752	43,484	70,151	42,733	(601)	(0.8%)	(751)	(1.7%)
Public Works	234,475	124,580	255,130	127,812	20,655	8.8%	3,232	2.6%
Public Health	51,401	17,287	52,723	18,292	1,322	2.6%	1,005	5.8%
Paramedic Services	46,524	24,659	51,304	27,332	4,780	10.3%	2,673	10.8%
Long-Term Care	105,441	42,667	108,092	43,814	2,651	2.5%	1,147	2.7%
Social Housing	75,735	37,553	70,780	38,118	(4,955)	(6.5%)	565	1.5%
Social Assistance	118,781	20,892	120,951	18,606	2,170	1.8%	(2,286)	(10.9%)
Children's Services	58,329	9,199	78,859	9,116	20,530	35.2%	(83)	(0.9%)
Family Services	6,499	5,268	6,605	5,374	106	1.6%	106	2.0%
Health & Social Services	462,710	157,525	489,314	160,652	26,604	5.7%	3,127	2.0%
Governance & Administration	57,309	30,952	65,285	36,738	7,976	13.9%	5,786	18.7%
Planning & Economic Development	9,720	8,786	9,930	8,885	210	2.2%	99	1.1%
Emergency Management & 9-1-1	5,081	4,352	5,215	4,486	134	2.6%	134	3.1%
Other Regional Services	72,110	44,090	80,430	50,109	8,320	11.5%	6,019	13.7%
Outside Agencies	21,062	21,062	21,516	21,515	454	2.2%	453	2.2%
Other	29,185	29,185	29,656	29,656	471	1.6%	471	1.6%
Outside Agencies and Other	50,247	50,247	51,172	51,171	925	1.8%	924	1.8%
Property Tax Supported Total	1,138,621	621,466	1,194,815	644,460	56,194	4.9%	22,994	3.7%
					Less Assessment Base Growth			(1.8%)
					Net Property Tax Rate Impact			1.9%
USER RATE SUPPORTED								
Water Services	134,626	101,501	182,584	106,390	47,958	35.6%	4,889	4.8%
Sanitary Sewerage	198,643	97,934	176,440	99,315	(22,203)	(11.2%)	1,381	1.4%
User Rate Supported Total	333,269	199,435	359,024	205,705	25,755	7.7%	6,270	3.1%
All Regional Services Total	1,471,890	820,901	1,553,839	850,165	81,949	5.6%	29,264	3.6%



The Regional Municipality of Durham
SUMMARY OF 2018 BUSINESS PLANS AND BUDGETS

(\$,000's)

SUMMARY

SUMMARY

2017	2018 Recommendations		
	2018 Recommended Budget (\$,000's)	Increase (Decrease) Over 2017 (\$,000's) %	2018 Tax Impact %

A	POLICE SERVICE	Page 1	193,124	198,916	5,792	3.0%	0.93%
B	DURHAM REGION TRANSIT	Page 1	51,900	55,800	3,900	7.5%	0.63%
C	CONSERVATION AUTHORITIES	Page 1	7,484	8,032	548	7.3%	0.09%
D	SOLID WASTE MANAGEMENT	Page 2	43,484	42,733	(751)	(1.7%)	(0.12%)
E	REGIONAL OPERATIONS AND OTHER	Pages 2-4	318,672	331,921	13,249	4.2%	2.13%
F	SPECIAL CONTRIBUTIONS	Page 4	5,345	4,980	(365)	(6.8%)	(0.06%)
	ADJUSTMENT TO ASSESSMENT BASE (outstanding property tax appeals)		1,457	1,457	-	0.0%	0.00%
Total Budgets (before growth and deferral)			621,466	643,839	22,373	3.60%	3.60%

Assessment Growth	1.8%
Deferral for Seaton Growth	(0.1%)
Less Net Growth for 2018 Budgetary Purposes	(1.70%)

2018 NET PROPERTY TAX RATE IMPACT 1.90%

Average Region-Wide Home Budgetary Impact

Net 2018 Average Region-Wide Home Budgetary Increase **\$50**
 (does not include reassessment impacts)



The Regional Municipality of Durham
SUMMARY OF 2018 BUSINESS PLANS AND BUDGETS

(\$,000's)

	2017	2018 Recommendations			
	Restated Budget (\$,000's)	2018 Recommended Budget (\$,000's)	Increase (Decrease) Over 2017 (\$,000's)	%	2018 Tax Impact %
A POLICE SERVICE					
1 Operations	209,088	215,724			
2 Less: Provincial Grants	(7,172)	(7,743)			
3 Recoveries Other	(7,484)	(7,844)			
4 Recoveries from Reserves	(391)	(340)			
5 Other Revenues	(917)	(881)			
6 Police Service Total	193,124	198,916	5,792	3.0%	0.93%
B DURHAM REGION TRANSIT					
7 Operating	79,981	85,982			
8 Capital	1,320	1,278			
9 Revenues	(29,401)	(31,460)			
10 Durham Region Transit Total	51,900	55,800	3,900	7.5%	0.63%
C CONSERVATION AUTHORITIES					
<u>Operating Expenditures</u>					
11 Central Lake Ontario	3,779	3,872			
12 Kawartha	578	604			
13 Ganaraska Region	437	458			
14 Toronto and Region	611	626			
15 Lake Simcoe Region	258	255			
16 Operating Expenditures Subtotal	5,663	5,815			
<u>Special Projects</u>					
17 Kawartha	132	141			
18 Ganaraska Region	225	228			
19 Toronto and Region	802	813			
20 Lake Simcoe Region	463	471			
21 Special Projects Subtotal	1,622	1,653			
<u>One-Time Special Project Funding</u>					
22 Central Lake Ontario - Watershed Plan Update	-	100			
23 Ganaraska - Watershed Plan Update	-	50			
24 Lake Simcoe - Scanlon Creek Operations Centre Renovation	-	39			
25 Lake Simcoe - Scanlon Creek Operations Centre Infrastructure Maintenance	24	-			
26 One-Time Special Project Funding Subtotal	24	189			
<u>Land Management Funding</u>					
27 Central Lake Ontario	-	85			
28 Kawartha	-	15			
29 Ganaraska Region	-	37			
30 Toronto and Region	-	41			
31 Lake Simcoe Region	-	22			
32 Land Management Funding Subtotal	-	200			
33 York/Peel/Durham/Toronto Groundwater Management	175	175			
34 Conservation Authorities Total	7,484	8,032	548	7.3%	0.09%



The Regional Municipality of Durham
SUMMARY OF 2018 BUSINESS PLANS AND BUDGETS

(\$,000's)

2017	2018 Recommendations		
	2018 Recommended Budget (\$,000's)	Increase (Decrease) Over 2017 (\$,000's) %	2018 Tax Impact %

D SOLID WASTE MANAGEMENT

35	Waste Management Facilities	7,908	7,268			
36	Capital	2,148	1,033			
37	Collection Services	18,350	18,553			
38	Disposal and Processing Services	14,003	14,740			
39	Common Service Costs	11,607	12,068			
40	Blue Box Revenues & Subsidies	(10,532)	(10,929)			
41	Solid Waste Management Total	43,484	42,733	(751)	(1.7%)	(0.12%)

E REGIONAL OPERATIONS AND OTHER

E1 Works

Operations and Facilities						
42	Operations and Capital	29,746	30,773			
43	Facilities Management and Capital	3,466	3,423			
44	Operations and Facilities Subtotal	33,212	34,196	984	3.0%	0.16%
Roads Capital						
45	Construction of Municipal Services	81,165	85,635			
46	Additional Road Rehabilitation Capital	-	7,200			
47	Roads Capital Subtotal	81,165	92,835			
48	Less: Regional Rehabilitation Reserve	(21,245)	(26,050)			
49	Regional Road Reserve	(12,566)	(12,604)			
50	Regional Bridge Rehabilitation	(5,525)	(5,525)			
51	Development Charges	(35,475)	(36,251)			
52	Federal Gas Tax		(4,800)			
53	Other Revenues	(194)	(1,400)			
54	Roads Capital Net Subtotal	6,160	6,205	45	0.7%	0.01%
Commuter Cycling Projects						
55	Commuter Cycling Program	-	2,771			
56	Less: Ontario Municipal Commuter Cycling Program Funding	-	(2,217)			
57	Commuter Cycling Projects Net Subtotal	-	554	554		0.09%
58	Works Total	39,372	40,955	1,583	4.0%	0.26%

E2 Road and Bridge Reserves

59	Regional Roads Reserve - Growth	12,549	12,549			
60	Regional Roads Rehabilitation Reserve Fund	23,650	26,050			
61	Regional Bridges Rehabilitation Reserve Fund	5,525	5,525			
62	Road and Bridge Reserves Total	41,724	44,124	2,400	5.8%	0.39%



The Regional Municipality of Durham

SUMMARY OF 2018 BUSINESS PLANS AND BUDGETS

(\$,000's)

		2017	2018 Recommendations		
		Restated Budget (\$,000's)	2018 Recommended Budget (\$,000's)	Increase (Decrease) Over 2017 (\$,000's) %	2018 Tax Impact %
E3 Health & Social Services					
Public Health					
63	Health Operations	42,607	43,612		
64	Less Provincial Subsidy	(25,320)	(25,320)		
65	Public Health Net Subtotal	17,287	18,292	1,005 5.8%	0.16%
Paramedic Services					
66	Paramedic Services Operations	45,112	48,225		
67	Less Contribution from Province & Recoveries	(21,153)	(22,475)		
68	Paramedic Services Net Subtotal	23,959	25,750	1,791 7.5%	0.29%
Social Services					
69	Emergency and Program Support Services	800	827		
70	Social Assistance	19,742	17,429		
71	Children's Services	9,199	9,116		
72	Family Services	5,268	5,374		
73	Housing Services	2,422	2,198		
74	Long Term Care & Services for Seniors	42,667	43,814		
75	Social Services Subtotal	80,098	78,758	(1,340) (1.7%)	(0.22%)
76	Health & Social Services Total	121,344	122,800	1,456 1.2%	0.23%
E4 Planning & Economic Development					
77	Planning	5,490	5,555	65 1.2%	
78	Economic Development & Tourism	3,296	3,330	34 1.0%	
79	Planning & Economic Development Total	8,786	8,885	99 1.1%	0.02%
E5 Finance & Administration					
80	Regional Council	2,456	2,515		
81	Regional Chair's Office	964	984		
82	Chief Administrative Officer	3,001	3,304		
83	Corporate Services - Legal Services	2,233	2,311		
84	- Human Resources	5,475	5,621		
85	- Information Technology	12,882	13,498		
86	- Legislative Services	2,549	2,888		
87	Durham Emergency Management Office (DEMO)	680	732		
88	Integrity Commissioner and Municipal Ombudsman	70	43		
89	Emergency 9-1-1 Telephone System	3,172	3,254		
90	Finance	14,061	14,323		
91	Finance & Administration Total	47,543	49,473	1,930 4.1%	0.31%



The Regional Municipality of Durham

SUMMARY OF 2018 BUSINESS PLANS AND BUDGETS

(\$,000's)

	2017	2018 Recommendations		
	Restated Budget (\$,000's)	2018 Recommended Budget (\$,000's)	Increase (Decrease) Over 2017 (\$,000's) %	2018 Tax Impact %
E6 Non-Departmental				
<u>Corporate Requirements</u>				
92 Non-Departmental	223	148		
93 Regional Revitalization Reserve Fund	1,860	1,860		
94 Regional Internet Broadband Study	150	-		
95 Equipment Reserve	750	750		
96 Paramedic Station	700	1,582		
97 Regional Headquarters Reserve Fund	1,250	1,250		
98 Development Charges - Hillsdale	(248)	(248)		
99 Post Retirement Benefit Unfunded Liabilities	1,957	1,957		
100 9-1-1 Emergency Telephone System Backup Equipment	500	500		
101 Infrastructure Renewal Fund	16,986	16,986		
102 Property Tax Appeals	1,195	1,195		
103 DRT Passes for ODSP Recipients	350	350		
104 Corporate Requirements Subtotal	25,673	26,330		
<u>Revenues</u>				
105 Provincial Offences Act - Net Revenue	(128)	(63)		
106 Payment-in-Lieu	(10,898)	(11,094)		
107 Unallocated Revenues & Expenditures	(1,831)	2,358		
108 Revenues Subtotal	(12,857)	(8,799)		
109 Non-Departmental Total	12,816	17,531	4,715	0.76%
E7 Provincial Download Services Costs				
<u>Social Housing</u>				
110 Durham Regional Local Housing Corporation	5,266	5,991		
111 Provider Payments - Other	25,498	25,512		
112 Housing Supplementary Rent Program	2,811	2,861		
113 Technical Audits	106	106		
114 Capital Provisions	1,450	1,450		
115 Social Housing Subtotal	35,131	35,920	789	2.2%
<u>Other Items</u>				
116 Property Assessment	8,233	8,503		
117 Transit (GO)	3,580	3,580		
118 Performance Measurement	143	150		
119 Other Items Subtotal	11,956	12,233	277	2.3%
120 Provincial Download Services Costs Total	47,087	48,153	1,066	2.3%
E Regional Operations and Other Total	318,672	331,921	13,249	4.2%
F Special Contributions				
121 Regional Land Acquisition Reserve Fund *	935	570		
122 Durham College	350	350		
123 Hospital Funding	4,060	4,060		
124 Special Contributions Total	5,345	4,980	(365)	(6.8%)

* 2018 Regional Land Acquisition Reserve Fund contribution has been decreased due to new Land Management Funding and various 2018 one-time special project funding requests for Conservation Authorities.

**REGIONAL MUNICIPALITY OF DURHAM
NEW POSITIONS IN THE 2018 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

Department	Position	Start Date	Number of FTEs	2018			2019		Notes
				Gross Payroll	Other Costs	Total Position Cost	Additional Cost	Annualized	
				(1) \$,000's	(2) \$,000's	(3) \$,000's	(4) \$,000's	(5)=(3)+(4) \$,000's	
Works - General Tax	Inspector 3	1-July	0.358	19	-	19	19	38	Construction - Shared with Water 0.385 and Sewer 0.257
	Works Technician 2	1-July	1.000	50	-	50	49	99	Transportation Design
	Policy Analyst	1-July	0.251	15	-	15	15	30	Facilities - Design, Construction & Asset Management - Shared with Water 0.303, Sewer 0.268 and Solid Waste 0.178
	Project Coordinator	1-July	0.251	12	-	12	13	25	Facilities - Design, Construction & Asset Management - Shared with Water 0.303, Sewer 0.268 and Solid Waste 0.178
	Project Manager	1-July	0.334	25	-	25	25	50	Maintenance Operations - Shared with Water 0.333 and Sewer 0.333
	Maintenance Clerk	1-July	0.366	16	-	16	16	32	Orono Depot - Shared with Water 0.444 and Sewer 0.190
	Works Technician 5	1-July	1.000	60	-	60	61	121	Traffic Operations - Conversion to full time
	Subtotal		3.560	197	-	197	198	395	
Works - Solid Waste Management	Waste Disposal Clerk	1-July	2.000	80	-	80	80	160	Clarington Environmental Facility
	Policy Analyst	1-July	0.178	11	-	11	10	21	Facilities - Design, Construction & Asset Management - Shared with Works-General Tax 0.251, Water 0.303 and Sewer 0.268
	Project Coordinator	1-July	0.178	9	-	9	9	18	Facilities - Design, Construction & Asset Management - Shared with Works-General Tax 0.251, Water 0.303 and Sewer 0.268
	Subtotal		2.356	100	-	100	99	199	

Note: Other costs include computers, furniture, telephone, etc.

REGIONAL MUNICIPALITY OF DURHAM
NEW POSITIONS IN THE 2018 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX

Department	Position	Start Date	Number of FTEs	2018			2019		Notes
				Gross Payroll	Other Costs	Total Position Cost	Additional Cost	Annualized	
				(1) \$,000's	(2) \$,000's	(3) \$,000's	(4) \$,000's	(5)=(3)+(4) \$,000's	
Public Health	By-law Enforcement Officer	1-July	1	49		49	50	99	Smoke Free Ontario Act
	Navigation Position	1-July	1	42		42	42	84	Healthy Smiles Ontario
	Public Health Inspector	1-July	1	57		57	56	113	Infectious Diseases
	Public Health Inspector	1-July	1	57		57	56	113	Food Safety
	Privacy and Security Officer	1-July	1	42		42	42	84	Health Analytics and Administration
	Health Information Systems Manager	1-July	1	63		63	63	126	Health Analytics and Administration
	Subtotal			6	310	-	310	309	619
Paramedic Services	Primary Care Paramedics	1-July	4	252		252	252	504	Operations
	Subtotal		4	252	-	252	252	504	
Social Service - Emergency Management and Program Support	Program Assistant	1-July	1	42		42	42	84	Local Diversity and Immigration Program
	Subtotal		1	42	-	42	42	84	

Note: Other costs include computers, furniture, telephone, etc.

REGIONAL MUNICIPALITY OF DURHAM
NEW POSITIONS IN THE 2018 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX

Department	Position	Start Date	Number of FTEs	2018			2019		Notes
				Gross Payroll	Other Costs	Total Position Cost	Additional Cost	Annualized	
				(1) \$,000's	(2) \$,000's	(3) \$,000's	(4) \$,000's	(5)=(3)+(4) \$,000's	
Social Services - Children's Services	Secretary	1-July	1	42		42	42	84	Core Administration
	Data Analysis Coordinator	1-July	1	61		61	60	121	Child and Family Supports
	Training Specialists	1-July	2	99		99	99	198	Child Care Expansion
	Caseworker	1-July	1	53		53	53	106	Child Care Expansion
	Behaviour Consultant	1-July	1	53		53	53	106	Early Learning and Child Care
	Policy Analyst	1-July	1	60		60	60	120	Early Learning and Child Care
	Subtotal		7	368	-	368	367	735	
Social Services - Housing Services	Program Assistant	1-July	1	42		42	42	84	Community Homelessness Prevention Initiative
	Subtotal		1	42	-	42	42	84	
Social Service - Long Term Care	Hillsdale Estates - Health Care Aides	1-July	4	143		143	143	286	Nursing and Personal Care
	Hillsdale Estates - Recreation Programmers	1-July	2	71		71	72	143	Resident Care Program Support
	Hillsdale Terraces - Health Care Aide	1-July	1	36		36	36	72	Nursing and Personal Care
	Lakeview Manor- Health Care Aide	1-July	1	36		36	36	72	Nursing and Personal Care
	Subtotal		8	286	-	286	287	573	
Planning	Project Planner	1-July	1	57	2	59	57	116	Plan Implementation
	Subtotal		1	57	2	59	57	116	

Note: Other costs include computers, furniture, telephone, etc.

REGIONAL MUNICIPALITY OF DURHAM
NEW POSITIONS IN THE 2018 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX

Department	Position	Start Date	Number of FTEs	2018			2019		Notes
				Gross Payroll	Other Costs	Total Position Cost	Additional Cost	Annualized	
				(1) \$,000's	(2) \$,000's	(3) \$,000's	(4) \$,000's	(5)=(3)+(4) \$,000's	
Chief Administrative Office	Communications Coordinator	1-July	1	46	6	52	46	98	Corporate Communications - Works
			1	46	6	52	46	98	
Corporate Services - Human Resources	Labour Relations Manager	1-July	1	76	-	76	76	152	Departmental Services
			Subtotal	1	76	-	76	76	
Corporate Services - Legislative Services	Privacy Manager	1-July	1	69	-	69	69	138	Corporate Privacy Office
	Privacy Officers	1-July	2	126	-	126	126	252	Corporate Privacy Office
	Subtotal		3	195	-	195	195	390	
Finance	Senior Risk and Insurance Examiner	1-July	1	57		57	57	114	Risk Management
			Subtotal	1	57	-	57	57	
Durham Region Transit	Communications and Social Media Coordinator	1-July	1	70		70	70	140	Administration
	Transit Planner	1-July	1	53		53	53	106	Administration
	Transit Supervisor	1-July	1	64		64	64	128	Operations
	Conventional Operators	1-July	7	330		330	330	660	Operations
	Subtotal		10	517	-	517	517	1,034	

Note: Other costs include computers, furniture, telephone, etc.

REGIONAL MUNICIPALITY OF DURHAM
NEW POSITIONS IN THE 2018 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX

Department	Position	Start Date	Number of FTEs	2018			2019		Notes
				Gross Payroll (1) \$,000's	Other Costs (2) \$,000's	Total Position Cost (3) \$,000's	Additional Cost (4) \$,000's	Annualized (5)=(3)+(4) \$,000's	
Durham Regional Police Service	Sergeant	1-July	1	71		71	72	143	Administrative Services - Equity & Inclusion
	Constable	1-July	1	63		63	63	126	Administrative Services - Equity & Inclusion
	Fleet Technician	1-July	1	54		54	54	108	Business Services - Fleet
	Interior Designer	1-July	1	54		54	54	108	Business Services - Facilities
	Subtotal		4	242	-	242	243	485	
Total Property Tax Supported Regional Departments (including Police)			54	2,787	8	2,795	2,787	5,582	

Note: Other costs include computers, furniture, telephone, etc.

REGIONAL MUNICIPALITY OF DURHAM

2018 Business Plans & Budgets For General Property Tax Purposes

DEPARTMENT	SUMMARY TANGIBLE CAPITAL ASSETS - NEW (\$'000's)					
	TOTAL	Furniture & Fixtures	Computer Hardware Infrastructure	Buildings/ Building Improvements	Vehicles	Other Machinery & Equipment
Social Services						
Children's Services	398	35	13	350	-	-
Housing Services	6	5	1	-	-	-
Hillsdale Estates	330	-	-	330	-	-
Hillsdale Terraces	335	-	-	-	-	335
Social Services Subtotal	1,069	40	14	680	-	335
Works						
General Tax	444	-	1	150	238	55
Solid Waste Management	223	-	3	40	150	30
Works Subtotal	667	-	4	190	388	85
Other Departments						
Health - Public Health	6	-	6	-	-	-
Planning	21	10	1	-	-	10
Economic Development & Tourism	35	-	-	-	35	-
Council/Chair/CAO	13	-	3	-	-	10
Corporate Services - Human Resources	70	70	-	-	-	-
Corporate Services - Legislative Services	60	60	-	-	-	-
Finance	12	10	2	-	-	-
Regional Headquarters	147	-	-	147	-	-
Police	205	-	2	-	-	203
Transit	75	23	17	-	-	35
Other Departments Subtotal	644	173	31	147	35	258
TOTAL - TCA NEW	2,380	213	49	1,017	423	678

REGIONAL MUNICIPALITY OF DURHAM

2018 Business Plans & Budgets For General Property Tax Purposes

DEPARTMENT	SUMMARY TANGIBLE CAPITAL ASSETS - REPLACEMENT (\$'000's)					
	TOTAL	Furniture & Fixtures	Computer Hardware Infrastructure	Buildings / Building Improvements	Vehicles	Other Machinery & Equipment
Social Services						
Emergency Management & Program Support Services	15	-	15	-	-	-
Social Assistance	89	-	89	-	-	-
Children's Services	186	33	27	115	-	11
Family Services	10	-	10	-	-	-
Housing Services	11	-	11	-	-	-
Long-Term Care Administration	6	1	5	-	-	-
Fairview Lodge	155	-	45	-	-	110
Hillsdale Estates	289	65	27	-	-	197
Hillsdale Terraces	237	5	40	-	-	192
Lakeview Manor	89	5	26	-	-	58
Social Services Subtotal	1,087	109	295	115	-	568
Works						
General Tax	8,019	27	139	-	7,715	138
Solid Waste Management	810	5	34	339	325	107
Works Subtotal	8,829	32	173	339	8,040	245
Other Departments						
Health - Public Health	428	40	288	100	-	-
Health - Paramedic Services	3,306	35	207	-	1,904	1,160
Planning	28	-	28	-	-	-
Economic Development & Tourism	9	-	9	-	-	-
Council/Chair/CAO	38	12	24	-	-	2
Durham Emergency Management Office	26	-	26	-	-	-
Corporate Services - Human Resources	55	-	30	-	-	25
Corporate Services - Information Technology	910	2	720	-	-	188
Corporate Services - Legislative Services	52	22	30	-	-	-
Corporate Services - Legal Services	15	4	11	-	-	-
Corporate Services - Legal Services - POA	26	-	26	-	-	-
Finance	264	-	264	-	-	-
Regional Headquarters	210	-	-	-	-	210
Non-Departmental	400	-	400	-	-	-
Police	3,584	120	865	515	1,574	510
Transit	19	-	19	-	-	-
Other Departments Subtotal	9,370	235	2,947	615	3,478	2,095
TOTAL - TCA REPLACEMENT	19,286	376	3,415	1,069	11,518	2,908



2018 - 2027 Capital Forecast

General Purposes*

TANGIBLE CAPITAL ASSET REQUIREMENTS (\$000's)

	Recommended	Forecast					<u>2023- 2027</u>	Total 2019- 2027
	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023- 2027</u>		
Police Service								
Operations Training Centre - Phase 2	-	-	2,000	23,000	-	-	25,000	
Facility Repairs & Renovations	515	1,000	1,000	1,000	1,000	5,000	9,000	
Clarington Police Complex Phase 2 - Regional Support Centre and Centre for Investigative Excellence	-	-	55,000	-	-	-	55,000	
Durham North West Seaton	-	-	-	-	2,500	27,500	30,000	
North Division Expansion	-	-	-	-	-	3,400	3,400	
Central East Division	-	-	-	-	-	50,000	50,000	
Police Service subtotal	515	1,000	58,000	24,000	3,500	85,900	172,400	
Paramedic Service								
Ambulance Stations - Seaton	1,000	2,500	-	-	-	-	2,500	
- Clarington	1,100	2,700	-	-	-	-	2,700	
- Uxbridge	-	1,250	-	4,500	-	-	5,750	
Ambulances & Equipment - Growth Related	-	525	-	525	-	1,575	2,625	
Ambulances & Equipment Replacement	3,306	2,285	2,328	2,691	2,437	17,406	27,147	
Paramedic Service subtotal	5,406	9,260	2,328	7,716	2,437	18,981	40,722	
Health & Social Services								
New Ontario Works Delivery Location	-	-	-	20,000	-	-	20,000	
Sunderland Relocation and Expansion - Child Care	-	1,000	-	-	-	-	1,000	
Seaton Facility	-	8,300	-	-	-	-	8,300	
Health & Social Services subtotal	-	9,300	-	20,000	-	-	29,300	
Headquarters Expansion								
	-	-	-	120,000	-	-	120,000	
Works Operations								
Regional Roads Program	85,634	101,570	120,170	115,285	121,970	666,420	1,125,415	
Depots	-	-	-	-	-	-	-	
Works Operations subtotal	85,634	101,570	120,170	115,285	121,970	666,420	1,125,415	
TOTAL TCA REQUIREMENTS	91,555	121,130	180,498	287,001	127,907	771,301	1,487,837	

* Excludes Durham Region Transit and Solid Waste



2018 Capital Financing

General Purposes*

2018 CAPITAL FINANCING (\$000's)

	<u>Police</u>	<u>Paramedic</u>	<u>Roads</u>	<u>Total</u>
Property Taxes	515	4,888	6,204	11,607
Development Charges	-	-	36,251	36,251
Rehabilitation / Special Road Reserve Funds	-	-	41,779	41,779
Debentures	-	518	-	518
Other	-	-	1,400	1,400
Total Financing	515	5,406	85,634	91,555

Note:

1. Contribution from Simcoe County

* Excludes Durham Region Transit and Solid Waste



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
NEW								
Machinery & Equipment								
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
Vehicles								
1	Ambulances	-	380	-	380	-	1,140	1,900
Building								
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
New Subtotal		2,100	5,725	-	525	-	1,575	7,825
Type and Notes	Description	Current 2018	2019	2020	2021	2022	2023- 2027	2018-2026 TOTAL
REPLACEMENT								
Machinery & Equipment								
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
Vehicles								
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
Building								
18	Uxbridge Station Land and Design	-	1,250	-	-	-	-	1,250
18	Uxbridge Station Construction	-	-	-	4,500	-	-	4,500
Replacement Subtotal		3,306	3,535	2,328	7,191	2,437	17,406	32,897
TOTAL TANGIBLE CAPITAL ASSETS:		5,406	9,260	2,328	7,716	2,437	18,981	40,722
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.



2018 - 2027 Capital Forecast

Social Services

EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

Type and Notes	Description	Current						2019-2027 TOTAL
		2018	2019	2020	2021	2022	2023-2027	
NEW								
Machinery & Equipment:								
	EPSS	-	21	-	-	-	-	21
	Social Assistance	-	38	-	-	-	-	38
	Children's Services	48	50	18	-	-	-	68
	Family Services	-	6	-	6	-	-	12
	Housing Services	6	-	-	-	-	-	-
Building/Land:								
Social Assistance								
1	New Seaton Program Delivery Site	-	6,400	-	-	-	-	6,400
	New OW Delivery Location	-	-	-	20,000	-	-	20,000
Children's Services								
2	Knox leasehold improvement	350						-
3	Relocation and Expansion - Sunderland CC	-	1,000	-	-	-	-	1,000
Family Services								
4	Seaton Location	-	1,900	-	-	-	-	1,900
New Subtotal		404	9,415	18	20,006	-	-	29,439



2018 - 2027 Capital Forecast

Social Services

EXPENDITURES FOR FUTURE BUDGET APPROVAL

Type and Notes	Description	2017	2018	2019	2020	2021	2022-2026	2018-2026 TOTAL
REPLACEMENT								
5	Emergency Management and Program Support Services	15	4	-	22	7	48	81
	Social Assistance	89	61	59	159	89	455	823
	Children's Services	71	71	124	74	61	474	804
	Family Services	10	151	40	17	12	98	318
	Housing Services	11	12	14	13	20	63	122
Building/Land:								
6	Children's Services							
	Roof Replacement - Ajax	115	-	-	-	-	-	-
	Roof Replacement - Whitby ELCC	-	16	103	-	-	-	119
	Roof Replacement - Lakewoods CC	-	-	16	103	-	-	119
	Roof Replacement - Pickering	-	-	-	-	-	119	119
Replacement Subtotal		311	315	356	388	189	1,257	2,505
TOTAL TANGIBLE CAPITAL ASSETS:		715	9,730	374	20,394	189	1,257	31,944



2018 - 2027 Capital Forecast

Social Services

EXPENDITURES FOR FUTURE BUDGET APPROVAL

NEW:

1. A new Ontario Works delivery site is proposed for the Seaton community in 2019. It is anticipated that this facility will be in similar size and staffing to the existing Regional offices on Commercial Avenue and Westney Road in the Town of Ajax. The preliminary capital forecast includes \$6.4 million for the Social Services Office in Seaton and is also subject to Regional Council approvals.
2. Knox ELCC leasehold improvements to be funded through ELCC one-time Provincial subsidy carried over from 2017.
3. Relocation and expansion of the Sunderland CC in 2019.
4. The Seaton program delivery site is contained in the forecast and is contingent on the development of land in this area.

REPLACEMENT:

5. Includes replacement of Laptops and Computers based on Corporate IT Policy.
6. Roof replacements of four Child Care Centres scheduled to be redone one a year over the next several years. Consultants will assess and plan the project prior to the actual work being completed.



2018 - 2027 Capital Forecast

Social Services - LTC & Services for Seniors

EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

Type and Notes	Description	Current					2023-2027	2019-2027 TOTAL
		2018	2019	2020	2021	2022		
NEW								
Machinery & Equipment:								
Fairview								
1	Point of Care Tablets	-	75	-	-	-	-	75
	Riding Floor Machine	-	25	-	-	-	-	25
Hillsdale Estates								
	Ceiling Lift	-	9	9	9	9	45	81
	Hi Low Beds	-	130	130	130	130	650	1,170
	Therapeutic Surfaces	-	30	30	30	30	150	270
	IV Pump	-	18	-	-	-	-	18
1	Point of Care Tablets	-	42	-	-	-	-	42
Hillsdale Terraces								
1	Telecommunications Upgrade	335	-	-	-	-	-	-
1	Point of Care Tablets	-	40	-	-	-	-	40
	Tub Room - XY Gantry Tracking	-	25	-	-	-	-	25
	Steam Table - Main Kitchen	-	20	-	-	-	-	20
Lakeview Manor								
1	Point of Care Tablets	-	30	-	-	-	-	30
	Floor Machine	-	10	-	-	-	-	10
Building								
Hillsdale Estates								
1	Tub Room Renovations	330	-	-	-	-	-	-
Lakeview Manor								
1	Windows / Masonry	-	600	-	-	-	-	600
Land/Land Improvement:								
Hillsdale Estates								
	Secured Therapeutic Garden Landscaping/Supplies	-	322	-	-	-	-	322
New Subtotal		665	1,376	169	169	169	845	2,728



2018 - 2027 Capital Forecast

Social Services - LTC & Services for Seniors

EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

Type and Notes	Description	Current					2023-2027	2019-2027 TOTAL
		2018	2019	2020	2021	2022		
<u>REPLACEMENT</u>								
Machinery & Equipment:								
2	Fairview	155	47	161	46	209	419	882
2,3	Hillsdale Estates	289	774	613	120	227	1,673	3,407
2,3	Hillsdale Terraces	237	810	619	441	519	2,170	4,559
2,3	Lakeview Manor	89	809	160	164	44	316	1,493
Building:								
3	Hillsdale Estates	-	763	125	1,917	1,550	6,316	10,671
3	Hillsdale Terraces	-	621	32	134	1,178	3,583	5,548
3	Lakeview Manor	-	930	22	22	-	-	974
Land/Land Improvement:								
3	Lakeview Manor	-	70	-	-	-	-	-
Replacement Subtotal		770	4,824	1,732	2,844	3,727	14,477	27,534
TOTAL TANGIBLE CAPITAL ASSETS:		1,435	6,200	1,901	3,013	3,896	15,322	30,262

Notes:

NEW:

1. Communications improvements include upgrades to Voice over Internet Protocol (VoIP) phone system and nurse call system. The Homes are implementing a new Electronic Health Record system and "point of care" technology. Extensive repairs continue for windows and masonry at Lakeview Manor. Tub Room renovations are required at the Estates to make rooms accessible and safe for residents.

REPLACEMENT:

2. Replacement of machinery/equipment such as resident beds, mattresses, lifts, therapy equipment, food services equipment, dishwashers, IT equipment, and furniture.

3. Upgrades, repairs, renovations required as per the Building Condition Assessment report.



2018 - 2027 Capital Forecast

Durham Regional Police Service

CAPITAL EXPENDITURES (\$000's)

EXPENDITURES:	Budget	Forecast									TOTAL
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018-2027
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
TOTAL EXPENDITURES	\$515	\$1,000	\$58,000	\$24,000	\$3,500	\$28,900	\$4,000	\$6,000	\$46,000	\$1,000	\$172,915
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
TOTAL FINANCING	\$515	\$1,000	\$58,000	\$24,000	\$3,500	\$28,900	\$4,000	\$6,000	\$46,000	\$1,000	\$172,915



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.



2018 Capital Budget & 2019 to 2027 Forecast

Durham Region Transit

CAPITAL EXPENDITURES (\$000's)

EXPENDITURES	2018		2019		2020		2021		2022		2023-2027		TOTAL	
	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
GROWTH RELATED CAPITAL														
BUSES:														
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
sub-total	5	2,307	17	9,288	19	10,424	17	9,288	19	10,424	76	42,256	153	83,987
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
sub-total	-	4,250	-	-	-	50,500	-	-	-	-	-	62,300	-	117,050
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
sub-total	91	531	132	1,926	133	1,922	125	1,786	133	1,922	589	8,320	1,203	16,408
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
sub-total	23	9,114	26	8,058	27	8,093	25	7,983	27	8,073	132	40,320	260	81,641
FACILITIES:														
Works	-	-	-	137	-	-	-	-	-	-	-	-	-	137
Raleigh Office Area Demolition and Rebuild	-	-	-	-	-	-	1,030	-	-	-	-	-	-	1,030
Maintenance Shop Equipment	-	34	-	66	-	-	-	12	-	-	-	25	-	137
sub-total	-	34	-	203	-	-	-	1,042	-	-	-	25	-	1,304
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
sub-total	16	732	286	4,381	11	1,111	11	1,111	11	1,111	55	5,554	390	13,999
TOTAL EXPENDITURES	135	16,968	461	23,856	190	72,050	178	21,210	190	21,530	852	158,775	2,006	314,389
FINANCING														
REGULAR CAPITAL PROGRAM														
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							
TOTAL FINANCING	16,968	-	23,856	-	72,050	-	21,210	21,530	158,775	314,389				

* Totals may not add due to rounding



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
Expenses											
Former Landfill sites (Blackstock, Darlington, Oshawa, Scugog, Scott and Whitby)											
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
Subtotal	\$ -	\$ 3,269,450	\$ 700,000	\$ 550,000	\$ 150,000	\$ 300,000	\$ 250,000	\$ 210,000	\$ 1,240,000	\$ 150,000	\$ 6,819,450
Organics Management Strategy Plan											
2 Construction		169,500,000									169,500,000
Subtotal	\$ -	\$ 169,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 169,500,000
New Seaton Waste Management Facility											
3 New Waste Management Facility to meet Provincial Regulations											-
Final Design & Tendering				500,000							500,000
Construction				8,000,000							8,000,000
Subtotal	\$ -	\$ -	\$ -	\$ 8,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,500,000
Solid Waste Management Tax Contribution	\$ -	\$ 172,769,450	\$ 700,000	\$ 9,050,000	\$ 150,000	\$ 300,000	\$ 250,000	\$ 210,000	\$ 1,240,000	\$ 150,000	\$ 184,819,450

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.

2018 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
A Normal Roads Program											
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
Total Normal Roads Program				9,221,000	0	6,204,500	6,204,500	542,970	120,660	301,650	2,051,220
B Special Rehabilitation Levy											
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
Total Special Road Rehabilitation Levy				23,650,000	0	23,650,000	23,650,000	0	0	0	0

2018 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
C Structure Rehabilitation/Replacement Funding											
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
Total Bridge Rehabilitation/Replacement Funding				6,925,000	1,400,000	5,525,000	5,525,000	0	0	0	0

2018 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
D Special Levy for Growth Related Projects											
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 Merrittin 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
Total Special Roads Levy				45,838,290	0	5,148,229	5,148,229	7,324,211	1,627,602	4,069,006	27,669,241
Grand Total Attribution				85,634,290	1,400,000	40,527,729	40,527,729	7,867,181	1,748,262	4,370,656	29,720,461
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
Grand Total Financing				85,634,290	1,400,000	40,527,729	40,527,729	2,160,162	0	4,370,656	29,720,461

NOTES:

1) Other Sources of Revenue Include:

Simcoe County	\$1,400,000
TOTAL	\$1,400,000

2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
A Normal Roads Program											
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
Total Normal Roads Program				11,568,000	0	8,349,000	8,349,000	579,420	128,760	321,900	2,188,920
B Special Rehabilitation Levy											
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
Total Special Road Rehabilitation Levy				32,002,000	0	32,002,000	32,002,000	0	0	0	0

2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
C Structure Rehabilitation/Replacement Funding											
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
Total Bridge Rehabilitation/Replacement Funding				7,550,000	750,000	6,800,000	6,800,000	0	0	0	0

2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution						
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges	
						Benefit to Existing	General Levy Total					
D Special Levy for Growth Related Projects												
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 Thicketon 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	Thicketon Rd. (Wentworth St. - CNR Kingston)	26.1	C	200,000	0	32,000	32,000	30,240	6,720	16,800	114,240	
59	Thicketon Rd. / Burns St. Intersection	1.88	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600	
60	Thicketon Rd. / Rossland Rd. Intersection	1.22	D	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800	
61	Thicketon 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	
Total Special Roads Levy				50,450,000	0	6,367,500	6,367,500	7,934,850	1,763,300	4,408,250	29,976,100	
Grand Total Financing				101,570,000	750,000	53,518,500	53,518,500	8,514,270	1,892,060	4,730,150	32,165,020	

NOTES:

1) Other Sources of Revenue Include:

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

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				
A Normal Roads Program											
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	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
Total Normal Roads Program				10,730,000	0	7,601,000	7,601,000	563,220	125,160	312,900	2,127,720
B Special Rehabilitation Levy											
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
Total Special Road Rehabilitation Levy				38,450,000	0	38,450,000	38,450,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
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. Twelvetrees 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
Total Bridge Rehabilitation/Replacement Funding				9,400,000	0	9,400,000	9,400,000	0	0	0	0

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				
D Special Levy for Growth Related Projects											
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. / Courtice 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
Total Special Roads Levy				61,590,000	0	7,675,000	7,675,000	9,704,700	2,156,600	5,391,500	36,662,200
Grand Total Financing				120,170,000	0	63,126,000	63,126,000	10,267,920	2,281,760	5,704,400	38,789,920

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				
A Normal Roads Program											
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
Total Normal Roads Program				10,683,000	0	7,554,000	7,554,000	563,220	125,160	312,900	2,127,720
B Special Rehabilitation Levy											
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
Total Special Road Rehabilitation Levy				31,807,000	0	31,807,000	31,807,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
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 Thicksen 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
Total Bridge Rehabilitation/Replacement Funding				8,150,000	0	8,150,000	8,150,000	0	0	0	0

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				
D Special Levy for Growth Related Projects											
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	46,800	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., Finlay 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
Total Special Roads Levy				64,645,000	0	7,284,500	7,284,500	10,324,890	2,294,420	5,736,050	39,005,140
Grand Total Financing				115,285,000	0	54,795,500	54,795,500	10,888,110	2,419,580	6,048,950	41,132,860

2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
A Normal Roads Program											
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
Total Normal Roads Program				10,675,000	0	7,528,000	7,528,000	566,460	125,880	314,700	2,139,960
B Special Rehabilitation Levy											
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
Total Special Road Rehabilitation Levy				34,685,000	0	34,685,000	34,685,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
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
Total Bridge Rehabilitation/Replacement Funding				9,010,000	1,000,000	8,010,000	8,010,000	0	0	0	0

2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
D Special Levy for Growth Related Projects											
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
Total Special Roads Levy				67,600,000	0	10,789,000	10,789,000	10,225,980	2,272,440	5,681,100	38,631,480
Grand Total Financing				121,970,000	1,000,000	61,012,000	61,012,000	10,792,440	2,398,320	5,995,800	40,771,440

NOTES:
1) Other Sources of Revenue Include:
CNR

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

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				
A Normal Roads Program											
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
Total Normal Roads Program				10,533,500	0	7,310,000	7,310,000	580,230	128,940	322,350	2,191,980
B Special Rehabilitation Levy											
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
Total Special Road Rehabilitation Levy				34,961,500	0	34,961,500	34,961,500	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
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
Total Bridge Rehabilitation/Replacement Funding				5,600,000	0	5,600,000	5,600,000	0	0	0	0

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				
D Special Levy for Growth Related Projects											
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
Total Special Roads Levy				67,900,000	0	6,758,500	6,758,500	11,005,470	2,445,660	6,114,150	41,576,220
Grand Total Financing				118,995,000	0	54,630,000	54,630,000	11,585,700	2,574,600	6,436,500	43,768,200

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				
A Normal Roads Program											
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
Total Normal Roads Program				10,955,500	0	7,831,000	7,831,000	562,410	124,980	312,450	2,124,660
B Special Rehabilitation Levy											
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
Total Special Road Rehabilitation Levy				34,429,500	0	34,429,500	34,429,500	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
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
Total Bridge Rehabilitation/Replacement Funding				6,925,000	0	6,925,000	6,925,000	0	0	0	0

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				
D Special Levy for Growth Related Projects											
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
Total Special Roads Levy				74,350,000	0	8,402,000	8,402,000	11,870,640	2,637,920	6,594,800	44,844,640
Grand Total Financing				126,660,000	0	57,587,500	57,587,500	12,433,050	2,762,900	6,907,250	46,969,300

2025 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
A Normal Roads Program											
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	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	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
Total Normal Roads Program				10,888,000	0	7,413,500	7,413,500	625,410	138,980	347,450	2,362,660
B Special Rehabilitation Levy											
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
Total Special Road Rehabilitation Levy				34,977,000	0	34,977,000	34,977,000	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
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
Total Bridge Rehabilitation/Replacement Funding				6,700,000	100,000	6,600,000	6,600,000	0	0	0	0

2025 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
D Special Levy for Growth Related Projects											
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
Total Special Roads Levy				84,800,000	0	10,992,000	10,992,000	13,285,440	2,952,320	7,380,800	50,189,440
Grand Total Financing				137,365,000	100,000	59,982,500	59,982,500	13,910,850	3,091,300	7,728,250	52,552,100

NOTES:

1) Other Sources of Revenue Include:

Simcoe County	\$100,000
TOTAL	\$100,000

2026 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
A Normal Roads Program											
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	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
Total Normal Roads Program				10,519,500	0	7,458,000	7,458,000	551,070	122,460	306,150	2,081,820
B Special Rehabilitation Levy											
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
Total Special Road Rehabilitation Levy				34,745,500	0	34,745,500	34,745,500	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
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
Total Bridge Rehabilitation/Replacement Funding				7,000,000	750,000	6,250,000	6,250,000	0	0	0	0

2026 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other ⁽¹⁾	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
D Special Levy for Growth Related Projects											
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
Total Special Roads Levy				84,800,000	0	10,240,000	10,240,000	13,420,800	2,982,400	7,456,000	50,700,800
Grand Total Financing				137,065,000	750,000	58,693,500	58,693,500	13,971,870	3,104,860	7,762,150	52,782,620

NOTES:

1) Other Sources of Revenue Include:

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

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				
A Normal Roads Program											
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
Total Normal Roads Program				10,539,500	0	7,496,000	7,496,000	547,830	121,740	304,350	2,069,580
B Special Rehabilitation Levy											
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
Total Special Road Rehabilitation Levy				34,745,500	0	34,745,500	34,745,500	0	0	0	0
C Structure Rehabilitation/Replacement Funding											
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
Total Bridge Rehabilitation/Replacement Funding				7,350,000	0	7,350,000	7,350,000	0	0	0	0

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				
D Special Levy for Growth Related Projects											
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
Total Special Roads Levy				93,700,000	0	13,085,000	13,085,000	14,510,700	3,224,600	8,061,500	54,818,200
Grand Total Financing				146,335,000	0	62,676,500	62,676,500	15,058,530	3,346,340	8,365,850	56,887,780



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

Strategic Goals		
Goal	Description	Responsibility - Support
A.1	Propel the business and investment climate forward in Durham Region to enable more local employment.	
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.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.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.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of Regional programs and services.	
D.3	Improve communication 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

Works - General Tax

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	32,516	32,572	32,984	464	33,448

PROGRAM SUMMARY



2018 Business Plan

Works - General Tax

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
16 Tangible Capital Assets:					
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
Tangible Capital Assets Subtotal	10,470	10,470	10,174	4,494	14,668
Tangible Capital Assets Revenue & Recoveries:					
6R Fleet and Equipment-Recovery from Reserve/Reserve Fund	(3,670)	(3,670)	(3,710)	(4,005)	(7,715)
Tangible Capital Assets Revenue & Recoveries Subtotal	(3,670)	(3,670)	(3,710)	(4,005)	(7,715)
Net Tangible Capital Assets	6,800	6,800	6,464	489	6,953
Net Program Expenses	39,316	39,372	39,448	953	40,401
Summary of Increase (Decrease)			\$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)
Increased Recoveries:		
Capital Program & Interdepartmental	(745)	Economic increases
Water Supply	(318)	Economic increases
Sanitary Sewer	(104)	Economic increases
	76	
	76	

EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Works - General Tax

\$ 000's

Maintenance Operations

Winter Control

<ul style="list-style-type: none"> ◆ 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 	65
<ul style="list-style-type: none"> ◆ 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) 	212
<ul style="list-style-type: none"> ◆ 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) 	(84)
	193

Roadside Maintenance

<ul style="list-style-type: none"> ◆ 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) 	(16)
	(16)

Storm Sewers

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

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"> ◆ Proposed new positions representing 0.502 FTE, to start July 1st, 2018: <ul style="list-style-type: none"> ◆ 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) ◆ 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) ◆ Increase in snow removal costs to maintain new north Simcoe Street commuter parking lot ◆ Decrease in hoist-related expenses due to change in service contract ◆ One time increase in professional fees to fund site master plans at the Ajax, Oshawa, and Sunderland Depots ◆ Increase in security guard patrols of vacant properties to prevent theft and vandalism ◆ 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 ◆ 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) 	<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>90</p>
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Regional Forest

<ul style="list-style-type: none"> ◆ 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 ◆ Decrease in facilities maintenance based on review of actuals and forecasted requirements ◆ Decrease in recovery from Regional Forest Reserve based on above decrease in facilities maintenance costs ◆ Forecasted increase in revenues generated by forest harvesting activities 	<p>31</p> <p>(3)</p> <p>3</p> <p>(31)</p> <hr style="border: 0.5px solid black;"/> <p>-</p>
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Depot Operations

<ul style="list-style-type: none"> ◆ Proposed new positions representing 0.700 FTE, to start July 1st, 2018: <ul style="list-style-type: none"> ◆ 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) ◆ 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) ◆ 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) ◆ 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) 	<p>25</p> <p>16</p> <p>(42)</p> <p>27</p> <hr style="border: 0.5px solid black;"/> <p>26</p>
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EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Works - General Tax

	\$ 000's
Fleet Operations	
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	(33)
♦ Decrease in recoveries associated with above adjustments	33
	-
Fleet Clearing	
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	287
♦ Increase in recoveries associated with above adjustments.	(287)
	-
Payroll Clearing	
♦ 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)
	-
Headquarters Shared Cost	
♦ Works - General Tax share of costs related to the operation and maintenance of Regional Headquarters	60
	60
Tangible Capital Assets	
♦ 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
Total Program Changes	953

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
	\$	\$	\$	\$	\$
Operating Expenses					
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
Operating Expenses Subtotal	5,774	6,186	6,148	417	6,565
Inter-Departmental Transfers & Recoveries					
Facilities Management & Shipping/Receiving Charge	381	382	392	-	392
Inter-Departmental Transfers & Recoveries Subtotal	381	382	392	-	392
Gross Operating Expenses	6,155	6,568	6,540	417	6,957

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
	\$	\$	\$	\$	\$
Tangible Capital Assets					
New	227	227	-	147	147
Replacement	958	958	210	2,582	2,792
Contribution from Reserve / Reserve Fund	-	-	-	(1,883)	(1,883)
Total Tangible Capital Assets	1,185	1,185	210	846	1,056
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594
Revenues					
Rents	(30)	(7)	(7)	(13)	(20)
Total Revenues	(30)	(7)	(7)	(13)	(20)
Net Program Expenses*	11,904	12,340	11,337	1,250	12,587
Summary of Increase (Decrease)			(1,003)		247
			-8.13%		2.00%

* 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
	(1,003)	



2018 Business Plan

Headquarters Facility Shared Cost

Detailed Cost of Program:

(\$,000's)

	2017	2018		
	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$
Department Allocation				
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
Total Allocated	12,340	11,337	1,250	12,587

EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Headquarters Facility Shared Cost

Regional Headquarters	(\$ 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
	317
Call Centre and Public Counter Operations	
♦ One-time increase in Professional, Technical and Consulting to hire a consultant to assist in the development of a Corporate Customer Service Strategy	100
	100
Tangible Capital Assets	
Additional requirements:	
New	
♦ Walkway from Parking Garage to South Entrance of Regional Headquarters	147
Replacement	
♦ Parking Garage Recoating Project (Capital Improvement)	2,582
♦ Contribution from Reserve / Reserve Fund for Parking Garage Recoating Project	(1,883)
	846
Revenues	
♦ Increase in Rental Revenues related to food services lease	(13)
	(13)
Total Program Changes	1,250



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:

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

Key Deliverables	Responsibility -Co-Lead
◆ 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

Goal	Description	Responsibility - Support
A.1	Propel the business and investment climate forward in Durham Region to enable more local employment.	
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.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.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of Regional programs and services.	
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

Works - Solid Waste Management

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>
	\$	\$	\$	\$	\$
WASTE MANAGEMENT FACILITIES:					
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	7,495	7,908	7,302	(34)	7,268
COLLECTION, PROCESSING, DISPOSAL:					
8 Collection Services					
(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
Processing and Disposal					
8 Services					
(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	31,428	32,353	31,762	1,531	33,293
COMMON SERVICES COSTS:					
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	10,801	11,607	12,037	31	12,068
Total Operating Program Expenses	49,724	51,868	51,101	1,528	52,629

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
17 Blue Box Recoveries & Subsidies:					
Industry Funding	(5,765)	(5,765)	(5,765)	3	(5,762)
Revenues - Diversion Materials	(6,099)	(4,767)	(4,768)	(399)	(5,167)
Total Revenue	(11,864)	(10,532)	(10,533)	(396)	(10,929)
Net Program Expenses	37,860	41,336	40,568	1,132	41,700
18 Tangible Capital Assets:					
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	-	-	-
Tangible Capital Assets Subtotal	3,021	3,021	216	817	1,033
Tangible Capital Assets Revenue & Recoveries:					
Major Capital Projects - Continuous Improvement Fund Subsidy	(873)	(873)	-	-	-
Tangible Capital Assets Revenue & Recoveries Subtotal	(873)	(873)	-	-	-
Net Tangible Capital Assets	2,148	2,148	216	817	1,033
Net Program Expenses	40,008	43,484	40,784	1,949	42,733
Summary of Increase (Decrease)			(\$2,700)	-6.21%	(\$751)
					-1.73%



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"> ◆ 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) 	26
<ul style="list-style-type: none"> ◆ 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 	98
<ul style="list-style-type: none"> ◆ Adjustments to revenues and industry subsidies resulting from: <ul style="list-style-type: none"> Increase in user fees for other chargeable materials related to increase in chargeable tonnes 	(197)
	(73)

Scugog Waste Management Facility

<ul style="list-style-type: none"> ◆ 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) 	15
<ul style="list-style-type: none"> ◆ Increase in costs based on forecasted tonnes for disposal, processing and haulage of tonnages anticipated for materials such as garbage and municipal hazardous waste 	9
<ul style="list-style-type: none"> ◆ Adjustments to revenues and industry subsidies resulting from: <ul style="list-style-type: none"> Decrease in subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship) and MHSW related to change in tonnes Increase in user fees for other chargeable materials related to change in chargeable tonnes 	5 (76)
	(47)

Brock Waste Management Facility

<ul style="list-style-type: none"> ◆ 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) 	(38)
<ul style="list-style-type: none"> ◆ Increase in costs based on forecasted tonnes for disposal, processing and haulage of tonnages anticipated for materials such as garbage and municipal hazardous waste 	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
Subtotal	<u>156</u>

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
Subtotal	<u>1,375</u>
	<u>1,531</u>

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
	<u>(13)</u>

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>
Total Program Changes	<u><u>1,949</u></u>



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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ 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. ◆ Continue to build on the Health Department Quality Enhancement Plan (QEP) to ensure accessible public health in priority neighbourhoods. ◆ Implement the Health Department annual Health Plan, which includes priorities to improve the accessibility of paramedic and public health services. 	

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

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

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

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



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

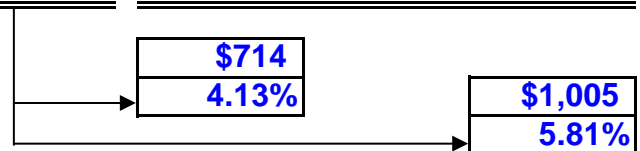


2018 Business Plan

Public Health

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	40,381	42,322	43,033	173	43,206
Tangible Capital Assets*:					
5 New	15	15	-	3	3
5/6 Replacement	270	270	288	115	403
Tangible Capital Assets Subtotal	285	285	288	118	406
Total Program Expenses	40,666	42,607	43,321	291	43,612
Revenue Programs					
8 Contribution from Province - Mandatory Programs	(25,320)	(25,320)	(25,320)	-	(25,320)
Total Revenue Programs	(25,320)	(25,320)	(25,320)	-	(25,320)
Net Program Expenses	15,346	17,287	18,001	291	18,292

Summary of Increase (Decrease)



* Excludes Tangible Capital Assets in 100% funded programs

PROGRAM SUMMARY



2018 Business Plan

Public Health

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	1,040	Economic increases
Operating Expenses	(120)	Remove one-time Professional Service
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 increase
Revenue	(5)	OPG - KI Pill distribution
	714	

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	<u>53</u>

Healthy Environments

◆ Various adjustments to reflect estimated actuals and forecasted requirement	<u>(9)</u>
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Part 8 Ontario Building Code

◆ Increased revenue to align with actual and forecasted revenue.	<u>(50)</u>
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Sewage Systems Maintenance Inspections

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

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)
	<u>68</u>

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
	<u>115</u>
Subtotal	<u>118</u>

Total Program Changes 291

PROGRAM SUMMARY

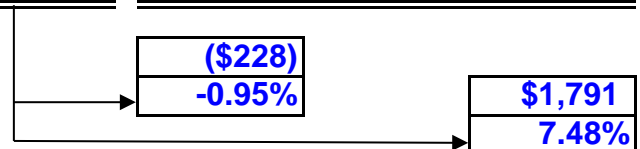


2018 Business Plan

Health - Paramedic Services

By Program	2017		2018		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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	-	-	-	-	-
Operating Subtotal	43,067	42,931	44,262	915	45,177
Tangible Capital Assets:					
7 New	217	217	-	-	-
7 Replacement	1,964	1,964	1,944	1,362	3,306
7 Contribution from Reserve/ Reserve Fund	-	-	-	(258)	(258)
Tangible Capital Assets Subtotal	2,181	2,181	1,944	1,104	3,048
Total Program Expenses	45,248	45,112	46,206	2,019	48,225
Revenue Programs					
8 Contribution from Province	(21,153)	(21,153)	(22,475)	-	(22,475)
Total Revenue Programs	(21,153)	(21,153)	(22,475)	-	(22,475)
Net Program Expenses	24,095	23,959	23,731	2,019	25,750

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"> ◆ 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) ◆ 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. ◆ Increase in special event fees resulting from increased costs. 	<p>252</p> <p>22</p> <p>(10)</p> <hr style="border: 0.5px solid black;"/> <p>264</p>
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Planning and Logistics

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

<ul style="list-style-type: none"> ◆ Grounds Maintenance for new Sunderland station. ◆ Minor Assets & Equipment: Digital Video Recorder (DVR) upgrades at Oshawa North station. ◆ Major Repairs and Renovations: One-time maintenance requirements for Paramedic Response Stations in 2018: <ul style="list-style-type: none"> ◆ Replace interior blinds at Ajax station ◆ Millwork repairs at Courtice station ◆ Enclosure to wash area in Logistics building 	<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>
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Tangible Capital Assets

REPLACEMENTS - ADDITIONAL

<ul style="list-style-type: none"> ◆ Replacement of mobile computers in ambulances are required due to age of existing units and legislative requirement to maintain proper patient care records. ◆ Cyclical replacement of defibrillators due to manufacturer end-of-life. ◆ Contribution from Paramedic Services Equipment Reserve to partially fund the defibrillator replacements. 	<p>202</p> <p>1,160</p> <p>(258)</p> <hr style="border: 0.5px solid black;"/> <p>1,104</p>
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Total Program Changes 2,019



2018 Business Plan

Social Services - Emergency Management and Program Support Services

Major Services & Activities

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

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.	
Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Plans for the immigrant employment network completed. ◆ Identify and act upon opportunities to support economic development through the Local Diversity and Immigration Partnership Council (LDIPC). ◆ Support and promote newcomer-focused labour market partnerships. 	

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

STRATEGIC PLANNING



2018 Business Plan

Social Services - Emergency Management and Program Support Services

Strategic Goals		
Goal	Description	Responsibility - Support
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
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

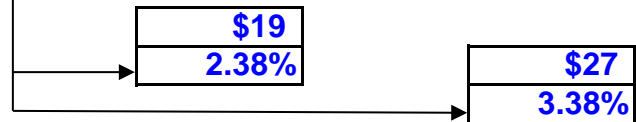


2018 Business Plan

Social Services - Emergency Management and Program Support 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>
	\$	\$	\$	\$	\$
Operating:					
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)	-
Operating Subtotal	807	799	818	(6)	812
Tangible Capital Assets:					
2 Replacement	1	1	1	14	15
Tangible Capital Assets Subtotal	1	1	1	14	15
Net Program Expenses	808	800	819	8	827

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

<ul style="list-style-type: none"> ◆ 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
<ul style="list-style-type: none"> ◆ 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	
<ul style="list-style-type: none"> ◆ Computer replacements 	14
	14
Total Program Changes	8



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.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ OW clients receive training which aligns with employer needs. ◆ 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. 	

Strategic Goal B.4 - Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Implement a Youth Engagement Strategy. Social Service directors to become members of Durham's Children and Youth Planning Network (DCYPN). ◆ Implement a Youth Employment Strategy in partnership with stakeholders and other levels of government. 	

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

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Implement a Financial Empowerment Framework that engages marginalized low income populations to identify needs and ongoing engagement. ◆ Implement an Ontario Works Enhancement Strategy to promote a comprehensive and systemic approach to unique health and social service issues. ◆ Use Health Neighbourhood data to inform planning for all departments. 	

STRATEGIC PLANNING



2018 Business Plan

Social Services - Social Assistance

Strategic Goals		
Goal	Description	Responsibility - Support
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
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

Social Services - Social Assistance

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
1 ONTARIO WORKS PROGRAM DELIVERY					
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
2 ONTARIO WORKS CLIENT BENEFITS					
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)	-
3 TRANSITION CHILD BENEFITS					
Net Expenses	720	866	866	-	866
Provincial Subsidy	(720)	(866)	(866)	-	(866)
Subtotal	-	-	-	-	-
4 FAMILY COUNSELLING SERVICES	192	192	192	-	192
5 PEDICULOSIS TREATMENT AND EDUCATION	12	21	21	-	21
6 FUNERALS & BURIALS (100% REGIONAL)	211	225	225	-	225
7 SOCIAL INVESTMENT FUND	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
	\$	\$	\$	\$	\$
8 HEADQUARTERS SHARED COST					
Net Expenses	1,219	1,219	1,120	124	1,244
Provincial Subsidy	(610)	(610)	(560)	(62)	(622)
Subtotal	609	609	560	62	622
Net Program Expenses	19,674	19,742	19,813	(2,384)	17,429

Summary of Increase (Decrease)

	\$71	
	0.36%	
		(\$2,313)
		-11.72%

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	(10)	Utility savings
Operating Expenses	1	Inflationary increases
Operating Expenses	(5)	Inter-departmental recoveries
Other Expenses	(50)	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
	71	

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"> ◆ 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. | (200) |
| <ul style="list-style-type: none"> ◆ 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. | 100 |
| | (100) |

Headquarters Shared Cost

- | | |
|---|------|
| <ul style="list-style-type: none"> ◆ Social Assistance share of costs related to the operation and maintenance of Regional Headquarters. | 124 |
| <ul style="list-style-type: none"> ◆ Allocate Provincial subsidy related to Regional Headquarters operating and maintenance costs. | (62) |
| | 62 |

Total Program Changes (2,384)



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**

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.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

Social Services - Children's Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
1 PURCHASED FEE SUBSIDY SPACES					
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
2 DIRECTLY OPERATED SPACES					
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
3 ONTARIO WORKS CHILD CARE					
Operating Expenses	1,200	1,200	1,200	300	1,500
Provincial Subsidy	(927)	(927)	(927)	(300)	(1,227)
Subtotal	273	273	273	-	273
4 SOCIAL INVESTMENT FUND					
Operating Expenses	18	32	32	-	32
Subtotal	18	32	32	-	32
5 SPECIAL NEED RESOURCING					
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
6 BEHAVIOUR MANAGEMENT SERVICES					
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
	\$	\$	\$	\$	\$
7 GENERAL OPERATING PROGRAM SUBSIDY					
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
8 CORE ADMINISTRATION					
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
9 SPECIAL PURPOSE - PROJECTS					
Operating Expenses	1,056	1,056	1,056	(265)	791
Provincial Subsidy	(1,056)	(1,056)	(1,056)	265	(791)
Subtotal	-	-	-	-	-
10 WAGE ENHANCEMENT					
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)	-
11 CHILD AND FAMILY SUPPORTS					
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

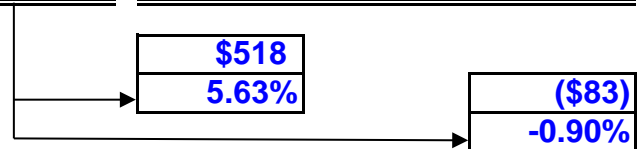


2018 Business Plan

Social Services - Children's Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
12 CHILD CARE EXPANSION PLAN					
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)	-
13 CANADA-ONTARIO EARLY LEARNING AND CHILD CARE					
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	-	-	-	-	-
14 HEADQUARTERS SHARED COST					
Operating Expenses	563	563	517	57	574
Provincial Subsidy	(154)	(154)	(154)	(119)	(273)
Subtotal	409	409	363	(62)	301
Net Program Expenses	8,961	9,199	9,717	(601)	9,116

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"> ◆ Increase to Contracted Services to better reflect service needs within the General Operating Program guidelines. ◆ Reallocate Contracted Services from Purchased Fee Subsidy Spaces to better reflect Home Child Care Agency administration expenses through General Operating - Non Profit. ◆ Reallocate Contracted Services from Purchased Fee Subsidy Spaces to better reflect Home Child Care Agency administration expenses through General Operating - Commercial. ◆ Directly Operated Spaces charge for eligible operational costs under the General Operating Program. ◆ Increase in Provincial Subsidy to account for increased costs. ◆ Increase in Provincial Subsidy to account for reallocation noted above. 	<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;"/>
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Core Administration

<ul style="list-style-type: none"> ◆ 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). ◆ 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. ◆ Decrease to Professional Services to reflect actual expenditures. ◆ 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. ◆ Tangible Capital Assets - New: Desktops (\$5k), Workstation (\$25k) for new staff. 	<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;"/>
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Special Purpose - Projects

<ul style="list-style-type: none"> ◆ Decrease to Contracted Services to better reflect actuals. ◆ Decrease to Provincial Subsidy to better reflect actuals. 	<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;"/>
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EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Social Services - Children's Services

(\$,000's)

Wage Enhancement

<ul style="list-style-type: none"> ◆ 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) 	<p>(105)</p>
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Child and Family Supports

<ul style="list-style-type: none"> ◆ 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) 	<p>(16)</p>
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EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Social Services - Children's Services

(\$,000's)

Child Care Expansion

♦ New Position: 2 Training Specialists, effective July 1, 2018, to assist with quality assurance needs within Child Care Expansion programs. (Annualized cost is \$198k).	99
♦ New Position: 1 Caseworker, to assist with service needs for the administration of Child Care Expansion programs. (Annualized cost is \$106k).	53
♦ Position Reclassification: Pedagogical Consultant to Training Specialist to assist with quality assurance needs within Child Care Expansion programs.	(7)
♦ Increase to Temporary Staffing to better reflect service needs.	80
♦ Adjustments to various operating expenses to better reflect actual expenditures.	23
♦ Increase to Professional Services to reflect anticipated expenditures related to the program delivery.	39
♦ Increase to Contracted services for payments to Child Care Service Agencies.	2,335
♦ One-Time increase in Contracted Services to align with the Provincial mandate of ensuring child care affordability and access for parents and families.	2,000
♦ Tangible Capital Assets - New: Laptop (\$2k); Printers (\$1k) for new staff.	3
♦ Increase to Provincial Subsidy.	(2,751)
♦ One-Time Provincial Subsidy through 2017 Expansion Plan carryover.	(2,000)
	(126)

Canada-Ontario Early Learning and Child Care (ELCC)

♦ 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).	53
♦ 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).	60
♦ Reduce Temporary Staffing to account for the addition of permanent full time positions, reflecting a long term funding commitment from the Province.	(90)
♦ Increase Agency Personnel costs to service program requirements.	16
♦ Adjustments to various operating expenses to reflect actual expenditures.	43
♦ Increase to Contracted Services to reflect the increased subsidy allocation and need within the community.	800
♦ One-Time Service Agencies for Non-Profit Community Based Capital investment through ELCC 2017 carryover.	250
♦ Tangible Capital Assets - New: Desktops (\$2k); Workstation (\$5k).	7
♦ Increase to Provincial Subsidy.	(889)
♦ One-Time Provincial Subsidy for Non-Profit Community Based Capital investment through ELCC 2017 carryover.	(250)
	-

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/>
Total Program Changes	<u>(601)</u>



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:

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.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

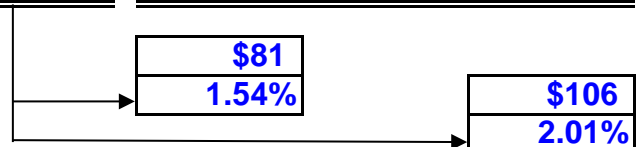


2018 Business Plan

Social Services - Family Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	5,732	6,453	6,568	25	6,593
Tangible Capital Assets:					
New	30	30	-	-	-
Replacement	14	14	10	-	10
Tangible Capital Assets Subtotal	44	44	10	-	10
Total Program Expenses	5,776	6,497	6,578	25	6,603
Revenue Programs					
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)
Total Revenue Expenses	(1,105)	(1,229)	(1,229)	-	(1,229)
Net Program Expenses	4,671	5,268	5,349	25	5,374

Summary of Increase (Decrease)





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



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.

Key Deliverables

Responsibility - Lead

- ◆ 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.
- ◆ Begin implementation of the recommendations from the Housing Task Force to address opportunities to support the needs of seniors and low to moderate incomes.
- ◆ Advocate for and implement senior government housing programs in order to address existing and emerging social housing needs.

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

Key Deliverables

Responsibility - Lead

- ◆ Use Health Neighbourhood data to inform planning for Housing Services:
 - Expand features, indicators, invest resources in priority neighbourhoods;
 - Increase community engagement.

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.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

Social Services - Housing Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
1 SOCIAL HOUSING ADMINISTRATION					
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
2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE (CHPI)					
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
3 DURHAM ACCESS TO SOCIAL HOUSING					
Operating Expenses	89	130	132	-	132
Subtotal	89	130	132	-	132
4 INVESTMENT IN AFFORDABLE HOUSING (IAH)					
Operating Expenses	248	246	247	(3)	244
Federal/Provincial Subsidy	(248)	(246)	(244)	-	(244)
Subtotal	-	-	3	(3)	-
5 HEADQUARTERS SHARED COST					
Operating Expenses	121	121	111	12	123
Subtotal	121	121	111	12	123
6 DRLHC - PROPERTY MANAGEMENT					
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
	\$	\$	\$	\$	\$
7 DRLHC - CITY OF OSHAWA					
Operating Expenses	9	9	9	-	9
Program Fees	(9)	(9)	(9)	-	(9)
Subtotal	-	-	-	-	-
Net Program Expenses	2,494	2,422	1,994	204	2,198
Summary of Increase (Decrease)			(\$428)	-17.67%	(\$224)
					-9.25%

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
	<u>(428)</u>	

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 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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ♦ 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"> - 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 	

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.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

Social Services - LTC & Services For Seniors (LTC Administration)

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
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
Net Program Expenses	1,171	1,188	1,217	-	1,217

Summary of Increase (Decrease)	\$29	\$29
	2.44%	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 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>					
Operating:					
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
Operating Subtotal	24,739	24,623	24,870	162	25,032
Tangible Capital Assets:					
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
Tangible Capital Assets Subtotal	48	48	155	-	155
Total Program Expenses	24,787	24,671	25,025	162	25,187
<u>Revenue Programs</u>					
Revenue:					
5 Revenue From Residents	(4,406)	(4,378)	(4,450)	(10)	(4,460)
Provincial Subsidy:					
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)
Provincial Subsidy Subtotal	(10,276)	(10,297)	(10,220)	(146)	(10,366)

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
Other Revenue:					
3 Resident Care Program Support	(5)	(7)	(7)	-	(7)
4 Raw Food	(79)	(70)	(70)	(8)	(78)
5 Other Accommodation	(29)	(30)	(30)	-	(30)
Other Revenue Subtotal	(113)	(107)	(107)	(8)	(115)
Total Revenue Programs	(14,795)	(14,782)	(14,777)	(164)	(14,941)
Net Program Expenses	9,992	9,889	10,248	(2)	10,246

Summary of Increase (Decrease)

	\$359	
	3.63%	
		\$357
		3.61%

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
	359	

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)

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>	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	32,762	32,368	33,015	571	33,586
Tangible Capital Assets:					
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
Tangible Capital Assets Subtotal	447	447	263	357	620
Total Program Expenses	33,209	32,815	33,278	928	34,206
Revenue Programs					
Revenue:					
5 Revenue From Residents	(7,430)	(7,328)	(7,437)	(35)	(7,472)
Provincial Subsidy:					
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)
Provincial Subsidy Subtotal	(14,540)	(14,703)	(14,683)	(504)	(15,187)

PROGRAM SUMMARY

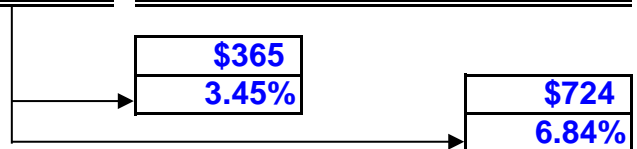


2018 Business Plan

Social Services - LTC & Services For Seniors (Hillsdale Estates)

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Other Revenue:					
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)
Other Revenue Subtotal	(262)	(205)	(214)	(30)	(244)
Total Revenue Programs	(22,232)	(22,236)	(22,334)	(569)	(22,903)
Net Program Expenses	10,977	10,579	10,944	359	11,303

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
	365	

EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Social Services - LTC & Services For Seniors (Hillsdale Estates)

(\$,000's)

Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> ◆ 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
<ul style="list-style-type: none"> ◆ Position Transfer: 1 Food Service Aide from Fairview Lodge due to Divisional restructuring (\$65k) and reclassification to a Registered Practical Nurse (RPN) (\$20k). 	85
<ul style="list-style-type: none"> ◆ Decrease Part-time hours for RPN to offset the new RPN transferred and reclassified from Fairview Lodge. 	(85)
<ul style="list-style-type: none"> ◆ 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
<ul style="list-style-type: none"> ◆ Decrease Part-time hours to offset reclassification of MW2 to RCC. 	(53)
<ul style="list-style-type: none"> ◆ 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
<ul style="list-style-type: none"> ◆ Payroll Recoveries: Reduction in payroll recoveries as peritoneal dialysis services will be provided by Lakeridge Health Oshawa. 	50
<ul style="list-style-type: none"> ◆ Education & Training: One-time increase for training costs related to the new Electronic Health Record system. 	81
	463

Specialized Medical Services

Peritoneal Dialysis

<ul style="list-style-type: none"> ◆ 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

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>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	25,318	25,377	25,693	294	25,987
Tangible Capital Assets:					
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
Tangible Capital Assets Subtotal	838	838	153	420	573
Total Program Expenses	26,156	26,215	25,846	714	26,560
Revenue Programs					
Revenue:					
5 Revenue From Residents	(4,672)	(4,577)	(4,673)	(25)	(4,698)
Provincial Subsidy:					
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)
Provincial Subsidy Subtotal	(9,531)	(9,702)	(9,560)	(297)	(9,857)

PROGRAM SUMMARY

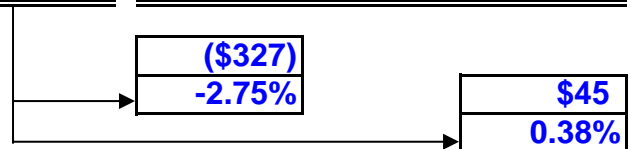


2018 Business Plan

Social Services - LTC & Services For Seniors (Hillsdale Terraces)

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Other Revenue:					
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)
Other Revenue Subtotal	(85)	(62)	(66)	(20)	(86)
Total Revenue Programs	(14,288)	(14,341)	(14,299)	(342)	(14,641)
Net Program Expenses	11,868	11,874	11,547	372	11,919

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
	(327)	

EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Social Services - LTC & Services For Seniors (Hillsdale Terraces)

(\$,000's)

Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> ◆ New Position: 1 Health Care Aide (HCA), effective July 1, 2018, to support the increased complexity of care of residents. (Annualized cost is \$72k) ◆ 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. ◆ Education & Training: One time increase for training costs related to the new Electronic Health Record system. 	<p>36</p> <p>28</p> <p>70</p> <hr style="border: 0.5px solid black;"/> <p>134</p>
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Resident Care Program Support (RCPS)

Recreation Services

<ul style="list-style-type: none"> ◆ Increase Part-time hours for Recreation Programmer (0.4 FTE) required to expand recreation programming. 	<p>28</p>
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Therapy Services

<ul style="list-style-type: none"> ◆ Program Supplies: Increase for supplies needed to expand capacity of the Intensive Therapy programs. 	<p>7</p> <hr style="border: 0.5px solid black;"/> <p>35</p>
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Raw Food

<ul style="list-style-type: none"> ◆ 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. ◆ Reduction in Recovery from Children's Services related to the transitioning as noted above. 	<p>(169)</p> <p>151</p> <hr style="border: 0.5px solid black;"/> <p>(18)</p>
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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 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>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	19,145	19,590	19,911	11	19,922
Tangible Capital Assets:					
1 Replacement - NPC	10	10	48	-	48
3 Replacement - RCPS	-	-	10	-	10
5 Replacement - Other Accommodation	78	78	31	-	31
Tangible Capital Assets Subtotal	88	88	89	-	89
Total Program Expenses	19,233	19,678	20,000	11	20,011
Revenue Programs					
Revenue:					
5 Revenue From Residents	(3,304)	(3,178)	(3,283)	(60)	(3,343)
Provincial Subsidy:					
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)
Provincial Subsidy Subtotal	(7,284)	(7,346)	(7,358)	(170)	(7,528)

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
Other Revenue:					
3 Resident Care Program Support	(3)	(3)	(3)	-	(3)
4 Raw Food	(32)	(15)	(15)	(10)	(25)
5 Other Accommodation	(26)	(25)	(25)	-	(25)
Other Revenue Subtotal	(61)	(43)	(43)	(10)	(53)
Total Revenue Programs	(10,649)	(10,567)	(10,684)	(240)	(10,924)
Net Program Expenses	8,584	9,111	9,316	(229)	9,087

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
	205	

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"> ◆ 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). ◆ 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. ◆ 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. ◆ Decrease Part-time hours for Registered Nurse (RN) to reflect actual costs and forecasted requirements. ◆ Education & Training: One time increase for training costs related to the new Electronic Health Record system. 	<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;"/>
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Resident Care Program Support (RCPS)

Recreation Services

<ul style="list-style-type: none"> ◆ Increase in Part-time hours for Recreation Programmer to allow for delivery of recreational programs for residents. 	<p>12</p>
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Therapy Services

<ul style="list-style-type: none"> ◆ Program Supplies: Increase supplies to provide music and art therapy to residents through specialized programming. 	<p>20</p>
--	-----------

32

Other Accommodation

Administration

<ul style="list-style-type: none"> ◆ Position Transfer: Administrative Assistant to Environmental Services. ◆ 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. ◆ Hardware and Software Maintenance: Increase for new Electronic Health Record Software. 	<p>(89)</p> <p>34</p> <p>10</p>
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Subtotal

(45)

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)**

PROGRAM SUMMARY

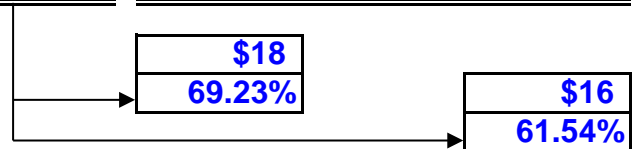


2018 Business Plan

Social Services - LTC & Services For Seniors - Adult Day Program

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense/Revenue Programs</u>	\$	\$	\$	\$	\$
Operating:					
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)
Net Program Expenses	27	26	44	(2)	42

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	16	Economic increases
Operating Expenses	2	Inflationary increases
	18	

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 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.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ 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. ◆ Continue to review and comment on development applications to promote walkability and access to transit. ◆ Promote the trail network. 	

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

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Implement crime prevention environmental design principles through the development application review process. 	



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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Continue to protect, restore and enhance agricultural and natural heritage resources through review and implementation of Regional Official Plan policies. ◆ Administer the Regional Tree By-law. ◆ Maintain area of land designed in ROP for agricultural purposes. ◆ Protect environmentally sensitive areas. 	

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 - Lead
<ul style="list-style-type: none"> ◆ Develop strategic measures and infrastructure to support integrated mobility throughout the Region. ◆ Assist Durham Region Transit on development application reviews to allow better transit and pedestrian access. 	

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
<ul style="list-style-type: none"> ◆ 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 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

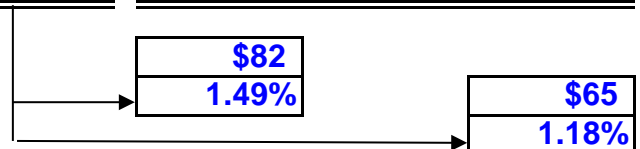


2018 Business Plan

Planning

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	5,319	6,060	6,152	72	6,224
Tangible Capital Assets:					
9 New	-	-	-	21	21
10 Replacement	38	38	28	-	28
Tangible Capital Assets Subtotal	38	38	28	21	49
Total Program Expenses	5,357	6,098	6,180	93	6,273
Revenue Programs					
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)
Total Revenue Programs	(692)	(608)	(608)	(110)	(718)
Net Program Expenses	4,665	5,490	5,572	(17)	5,555

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 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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Implement the 2017-2021 Economic Development Strategy and the related Communication and Messaging plan. ◆ Continue to implement the Foreign Direct Investment Strategy, including new focus on Tourism. ◆ Continue to support the development and programming of Toronto Global. ◆ Implement strategic infrastructure planning that supports economic development. 	

Strategic Goal A.2 - Diligently attract, retain and mentor the next generation of employees to build a skilled, engaged and diverse workforce.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Continue to partner with the Durham Workforce Authority to support programs and services that focus on building a skilled, engaged and diverse workforce. ◆ Promote and support youth employment initiatives. ◆ Continue to partner with post-secondary institutions to develop and promote programs that support local industry. ◆ Continue to inform, educate, and engage Tourism stakeholders of hiring trends in the tourism sector. 	



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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Implement the 2017-2021 Tourism Strategy. ◆ Continue to participate in and support Spark Centre and Business Advisory Centre Durham (BACD). ◆ Continue to develop and deliver the Soft Landing Program to attract international start-ups to Durham. ◆ Promote Durham Region as a Smart Energy sector leader and "Ontario's Energy Capital". ◆ Promote Durham Region as an ideal Film location. ◆ Promote, support, and facilitate continued development of Durham Region as a premier sport tourism destination. 	

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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Continue to implement the Region of Durham Agricultural Strategy 2013 - 2018. ◆ Continue to support and promote innovative agricultural programs through partnership with post-secondary institutions. ◆ Continue to support the activities of the Durham Agriculture Advisory Committee (DAAC). ◆ Continue to implement the Culinary Strategy to promote the local food market. 	

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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ 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). ◆ Research, identify and develop new energy projects with community stakeholders. ◆ Continue to support the initiatives of the Spark Centre. 	

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

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Actively promote the trail network. ◆ Distribute Trail Guides and Durham Cycle Tour maps. ◆ Promote outdoor recreation opportunities and healthy workforce programs in Durham Region. 	



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.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Continue to support and facilitate local cultural festivals and events. ◆ Continue to provide support for stakeholders promoting culture, heritage, and the arts in Durham. 	

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.6	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
C.4	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
C.5	Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.	
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

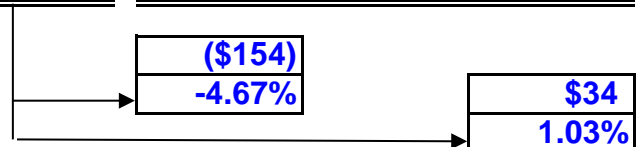


2018 Business Plan

Economic Development & Tourism

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	2,980	3,369	3,213	153	3,366
Tangible Capital Assets:					
9 New	-	-	-	35	35
10 Replacement	7	7	9	-	9
Tangible Capital Assets Subtotal	7	7	9	35	44
Total Program Expenses	2,987	3,376	3,222	188	3,410
Revenue Programs					
2 Business Development	(30)	(30)	(30)	-	(30)
3 Tourism	(55)	(50)	(50)	-	(50)
Total Revenue Programs	(85)	(80)	(80)	-	(80)
Net Program Expenses	2,902	3,296	3,142	188	3,330

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**

PROGRAM SUMMARY

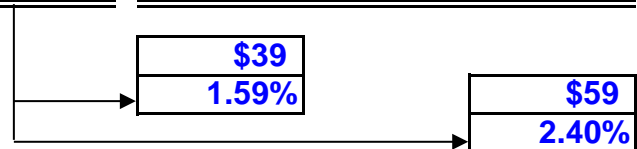


2018 Business Plan

Regional Council

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Regional Council	2,165	2,267	2,322	-	2,322
2 Headquarters Shared Cost	189	189	173	20	193
Net Program Expenses	2,354	2,456	2,495	20	2,515

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

PROGRAM SUMMARY

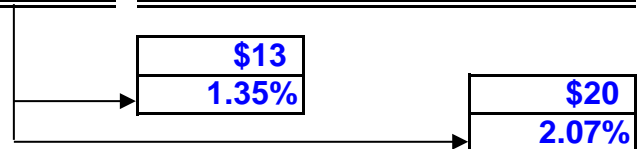


2018 Business Plan

Regional Chair's Office

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Regional Chair's Office	739	893	908	-	908
2 Headquarters Shared Cost	65	65	60	7	67
Operating Subtotal	804	958	968	7	975
Tangible Capital Assets:					
3 Replacement	6	6	9	-	9
Tangible Capital Assets Subtotal	6	6	9	-	9
Net Program Expenses	810	964	977	7	984

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	15	Economic increases
Operating Expenses	(5)	Headquarters shared cost
Tangible Capital Assets - Replacement	3	Increased requirement
	13	

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 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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Provide strategic analysis regarding the development of the Pickering Airport lands through research and stakeholder consultation. 	

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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Develop business case and analysis for a Biofuel Strategy. 	

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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Advocate for, and support industry to develop and implement an Electric Vehicle Strategy. 	

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

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Identify, remove and prevent accessibility barriers throughout Regional programs and services. 	

Strategic Goal B.4 - Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Strengthen existing Regional programs and services within the context of age-friendly community planning. ◆ Analyze data to create a comprehensive picture of Durham Region seniors. ◆ Facilitate cross-municipal and community partnerships for the Durham Council on Aging. 	



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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Implement first phase of Diversity and Inclusion Strategy ◆ Develop policy regarding use of Regional Headquarters for cultural celebrations and art shows. ◆ Increase staff knowledge around Aboriginal events and promote community Aboriginal events. 	

Strategic Goal C.1 - Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Review and refresh the Community Local Action Plan and reprioritize programs. ◆ Implement strategies in the Community Climate Adaptation Plan. ◆ Support Durham Region Roundtable on Climate Change. 	

Strategic Goal C.2 - Protect, enhance and where appropriate restore significant water resources, agricultural land, natural heritage and environmentally sensitive areas.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Enhance Durham's 5 million Tree Program by continuing participation, monitoring and enhancing partnerships. 	

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 - Lead
<ul style="list-style-type: none"> ◆ Advocate for funding with senior governments to increase transit infrastructure. 	

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

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Promote innovation framework including the piloting of new technologies, subject to business case review. 	

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
<ul style="list-style-type: none"> ◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities through regular meetings with area municipal counterparts. ◆ Develop the Durham Region Community Energy Plan (DCEP) in collaboration with local municipalities and stakeholders. ◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans. 	



2018 Business Plan

Chief Administrative Officer

Strategic Goal D.1 - Deliver Regional services in a financially prudent and sustainable manner.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Use the CEP to help improve sustainability of Regional programs. ◆ Demonstrate effective stewardship of corporate resources. ◆ Review and enhance business processes to ensure the best use of resources and to support innovation. 	

Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Develop an External Communications and Community Engagement Strategy. ◆ Support new external website and the redevelopment of the internal intranet site. ◆ Increase the opportunities for Regional employees to learn about all Regional programs and services. 	

Strategic Goal D.3 - Improve communications and collaboration across the Region and in particular with local municipalities.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Enhance internal collaboration by supporting existing working groups and identifying new opportunities for increased information sharing. ◆ Encourage and support data sharing and collaboration with local municipalities, sectoral organizations and all other levels of government. ◆ Identify new opportunities for enhanced communication with local municipalities. 	

Strategic Goal D.6 - Invest in the organization by attracting and retaining a skilled and diverse workforce.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Develop a corporate Diversity and Inclusion strategy and implement its first phase of recommendations. 	

Strategic Goal D.7 - Focus resources on continuous improvement and innovation.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Encourage a culture of creativity and innovation across all departments. ◆ Build capacity for innovation into work processes through development of a staff training program. ◆ Create an effective interdepartmental forum for capturing innovation, research and best practices. ◆ Develop a community of practice for staff innovation. 	



2018 Business Plan

Chief Administrative Officer

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

PROGRAM SUMMARY

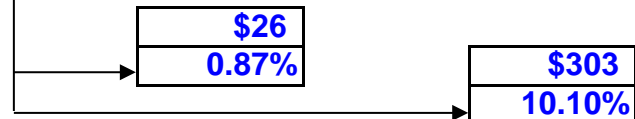


2018 Business Plan

Chief Administrative Officer

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	2,798	2,971	2,997	264	3,261
Tangible Capital Assets:					
6 New	3	3	-	13	13
7 Replacement	27	27	30	-	30
Tangible Capital Assets Subtotal	30	30	30	13	43
Net Program Expenses	2,828	3,001	3,027	277	3,304

Summary of Increase (Decrease)



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
	26	

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
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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

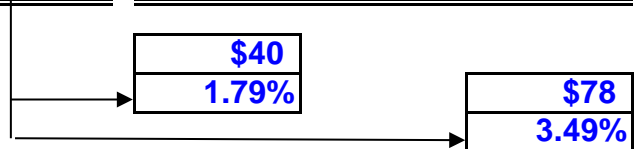


2018 Business Plan

Corporate Services - Legal Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Legal Administration	2,305	2,400	2,446	28	2,474
2 Headquarters Shared Cost	101	101	93	10	103
Operating Subtotal	2,406	2,501	2,539	38	2,577
Tangible Capital Assets:					
3 Replacement	13	13	15	-	15
Tangible Capital Assets Subtotal	13	13	15	-	15
Total Program Expenses	2,419	2,514	2,554	38	2,592
Revenue Programs					
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)
Total Revenue Programs	(271)	(281)	(281)	-	(281)
Net Program Expenses	2,148	2,233	2,273	38	2,311

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
	40	

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 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:

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.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

Corporate Services - Legal
Services - Provincial
Offences Act

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
Expense Programs					
Operating:					
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
Operating Subtotal	6,337	6,972	7,024	93	7,117
Tangible Capital Assets:					
New	5	5	-	-	-
6 Replacement	3	3	26	-	26
Tangible Capital Assets Subtotal	8	8	26	-	26
Total Program Expenses	6,345	6,980	7,050	93	7,143
Revenue Programs					
Revenues from POA Fines	(7,150)	(7,300)	(7,300)	-	(7,300)
Total Revenue Programs	(7,150)	(7,300)	(7,300)	-	(7,300)
Net Program Expenses	(805)	(320)	(250)	93	(157)
Municipal Share (60%)	(483)	(192)	(150)	56	(94)
Regional Share (40%)	(322)	(128)	(100)	37	(63)
Summary of Increase (Decrease)			\$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 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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Monitor and continuously enhance the Region's attendance support and disability management programs to reflect best practices. ◆ Strengthen the Region's Health, Safety and Wellness program using the Healthy Workplace Model in order to better address workplace issues. ◆ Enhance labour relation practices and expedite the grievance process. ◆ Ensure Pay Equity compliance and competitive/effective compensation and benefits. 	

Strategic Goal D.5 - Demonstrate accountability and transparency by measuring performance and reporting on results.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Strengthen the implementation and quality of Human Resources related performance measurement across the corporation. ◆ Enhance data collection/analysis and metrics reporting. 	



2018 Business Plan

**Corporate Services-
Human Resources**

Strategic Goal D.6 - Invest in the organization by attracting and retaining a skilled and diverse workforce.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Implement changes to enhance the use of internships and apprenticeships. ◆ Finalize and implement an Enhanced Talent Acquisition Strategy. ◆ Strengthen the Region's Performance and Succession Management programs. ◆ Strengthen flexible work practices. ◆ Increase social media channels and outreach programs to develop a corporate brand for recruiting. ◆ Enhance electronic communication with employees and e-learning. ◆ Continuously improve the new employee orientation program. ◆ Strengthen talent acquisition process and talent management integration with learning and organization development. ◆ Develop and implement innovative and effective approaches to promote a healthy workplace. 	

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.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.7	Focus resources on continuous improvement and innovation.	

PROGRAM SUMMARY



2018 Business Plan

Corporate Services - Human Resources

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	5,031	5,389	5,405	90	5,495
Tangible Capital Assets:					
5 New	6	6	-	70	70
6 Replacement	80	80	56	-	56
Tangible Capital Assets Subtotal	86	86	56	70	126
Net Program Expenses	5,117	5,475	5,461	160	5,621

Summary of Increase (Decrease)

(\$14)		\$146
-0.26%		2.67%

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
	(14)	

EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Corporate Services - Human Resources

(\$,000's)

Departmental Services

<ul style="list-style-type: none"> ◆ 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) ◆ 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. ◆ 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) ◆ Position Reclassification: Senior Consultant position reclassified to Supervisor, Talent Acquisition. 	<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;"/>
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Organization and Employee Services

<ul style="list-style-type: none"> ◆ Ongoing increase in Purchased Services account to reflect expenditures associated with the increase to Parklane software licencing, including on-line incident reporting costs. 	<p>2</p> <hr style="border: 0.5px solid black;"/> <p>2</p> <hr style="border: 0.5px solid black;"/>
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Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Human Resources' share of costs related to the operation and maintenance of Regional Headquarters. 	<p>21</p> <hr style="border: 0.5px solid black;"/> <p>21</p> <hr style="border: 0.5px solid black;"/>
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Tangible Capital Assets

New:

<ul style="list-style-type: none"> ◆ Refer to TCA New Schedule for further details. 	<p>70</p> <hr style="border: 0.5px solid black;"/> <p>70</p> <hr style="border: 0.5px solid black;"/>
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Total Program Changes	160
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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.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Promote innovation framework including the piloting of new technologies, subject to business case review. ◆ Continue to implement virtual server technology to reduce the energy draw and cooling requirements for the Corporate Data. 	



2018 Business Plan

**Corporate Services-
Information Technology**

Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ 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. 	

Strategic Goal D.4 - Promote a culture of openness and encourage public engagement in governance and decision making.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Expand and enhance the Open Data Initiative to full implementation. 	

Strategic Goal D.7 - Focus resources on continuous improvement and innovation.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Continue to invest in and implement technology improvements and innovation. 	

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.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
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.	

PROGRAM SUMMARY

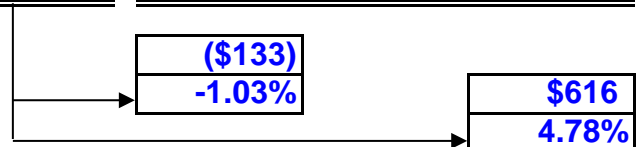


2018 Business Plan

Corporate Services - Information Technology

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	11,874	11,955	11,837	749	12,586
Tangible Capital Assets:					
12 Replacement	927	927	912	-	912
Tangible Capital Assets Subtotal	927	927	912	-	912
Net Program Expenses	12,801	12,882	12,749	749	13,498

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

	749
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Total Program Changes



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:

Strategic Goal D.2 - Foster awareness of the programs and services provided by the Region.	
Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Develop and implement a Regional Customer Service Strategy. ◆ Develop an internal Customer Service Strategy. 	

Strategic Goal D.4 - Promote a culture of openness and encourage public engagement in governance and decision making.	
Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Develop a Regional Information Management Strategy addressing issues including storage, management and privacy. ◆ 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 & Integrity Commissioner, closed meeting protocol, Council and staff codes of conduct). 	

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.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
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

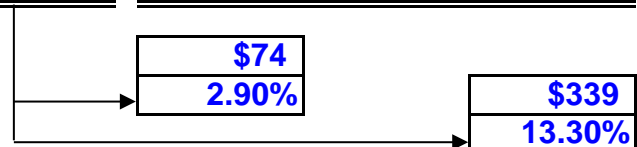


2018 Business Plan

Corporate Services - Legislative Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	2,190	2,536	2,594	205	2,799
Tangible Capital Assets*:					
7 New	-	-	-	60	60
8 Replacement	13	13	29	-	29
Tangible Capital Assets Subtotal	13	13	29	60	89
Net Program Expenses	2,203	2,549	2,623	265	2,888

Summary of Increase (Decrease)



* 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
	74	

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 |

Total Program Changes	265
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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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Continue to promote emergency preparedness measures for the community (e.g. residents, businesses, institutions). ◆ Implement Regional Emergency Management Program. ◆ Train Regional staff on emergency operations and plans. ◆ Conduct emergency simulation exercises. ◆ Promote emergency personal preparedness for residents and businesses. 	



2018 Business Plan

Durham Emergency Management Office

Strategic Goals		
Goal	Description	Responsibility - Support
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

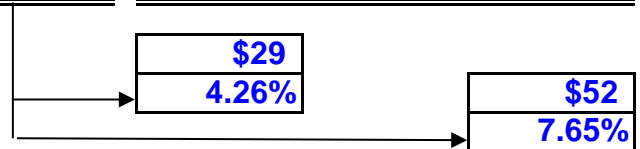


2018 Business Plan

Durham Emergency Management Office

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>
	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	1,338	1,394	1,412	23	1,435
Tangible Capital Assets:					
4 Replacement	15	15	26	-	26
Tangible Capital Assets Subtotal	15	15	26	-	26
Total Program Expenses	1,353	1,409	1,438	23	1,461
Revenue Programs					
Ontario Power Generation (OPG) Grant	(527)	(527)	(527)	-	(527)
OPG Grant - Public Alerting System Maintenance	(240)	(202)	(202)	-	(202)
Total Revenue Programs	(767)	(729)	(729)	-	(729)
Net Program Expenses	586	680	709	23	732

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
	29	

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
	18

Headquarters Shared Cost

♦ Durham Emergency Management Office's share of costs related to the operation and maintenance of Regional Headquarters.	5
	5

Total Program Changes **23**



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

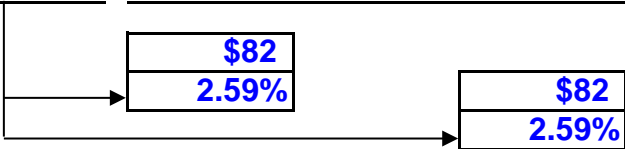


2018 Business Plan

Emergency 9-1-1 Telephone System

By Program (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Emergency 9-1-1 Telephone System	3,045	3,072	3,154	-	3,154
1 Asset Replacement Reserve	100	100	100	-	100
Net Program Expenses	3,145	3,172	3,254	-	3,254

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits (DRPS charge)	82	Economic increases
	<u>82</u>	

PROGRAM SUMMARY



2018 Business Plan

Non-Departmental

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
PERSONNEL RELATED:					
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
Total Personnel Related	1,920	1,957	1,865	224	2,089
COMMUNICATION & SUPPLIES:					
18 Regional Materials and Supplies	3	25	25	-	25
Total Communication & Supplies	3	25	25	-	25

PROGRAM SUMMARY



2018 Business Plan

Non-Departmental

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
PURCHASE OF SPECIAL SERVICES:	\$	\$	\$	\$	\$
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
Total Purchase of Special Services	1,485	1,485	1,335	120	1,455
OTHER:					
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	-	-	-
Total Other	3,998	4,122	3,594	400	3,994
Total Programs Expenses	7,406	7,589	6,819	744	7,563

PROGRAM SUMMARY



2018 Business Plan

Non-Departmental

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Revenue/Recovery Programs	\$	\$	\$	\$	\$
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)
Total Revenue Programs	(7,366)	(7,366)	(7,415)	-	(7,415)
Net Program Expenses	40	223	(596)	744	148
Summary of Increase (Decrease)			(\$819)		(\$75)
			-367.26%		-33.63%

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
	(819)	

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 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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Further support local municipal revitalization efforts through the Regional Revitalization Fund. ◆ Continue towards competitive property taxes for residential and non-residential sectors through the annual property tax strategy report. 	

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.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Advocate for and implement senior government housing programs in order to address existing and emerging social housing needs. 	

Strategic Goal C.1 - Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Establish and implement a multi-year corporate energy management program with Regional partners. ◆ Integrate climate change adaptation, mitigation measures into corporate business planning. 	

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

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Plan, forecast and manage provision, operation, maintenance and capital costs for existing and new infrastructure. 	

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
<ul style="list-style-type: none"> ◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities including meeting regularly with municipal counterparts. ◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans. 	



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

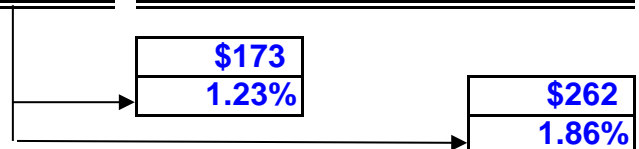


2018 Business Plan

Finance

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	12,829	13,755	13,976	77	14,053
Tangible Capital Assets:					
11 New	-	-	-	12	12
12 Replacement Reserve Contribution	341	341	258	-	258
	(35)	(35)	-	-	-
Tangible Capital Asset Subtotal	306	306	258	12	270
Net Program Expenses	13,135	14,061	14,234	89	14,323

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
	173	
	173	

EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Finance

(\$,000's)

Business Planning, Budgets and Risk Management

<ul style="list-style-type: none"> ◆ 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) ◆ Adjustment to DMIP Contribution to partially fund the new position. 	<p>57</p> <p>(44)</p> <hr style="width: 100%;"/> <p>13</p>
--	--

Financial Housing Services

<ul style="list-style-type: none"> ◆ Financial Housing Services' share of costs related to the operation and maintenance of Regional Headquarters. 	<p>9</p> <hr style="width: 100%;"/> <p>9</p>
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Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Finance's share of costs related to the operation and maintenance of Regional Headquarters. 	<p>55</p> <hr style="width: 100%;"/> <p>55</p>
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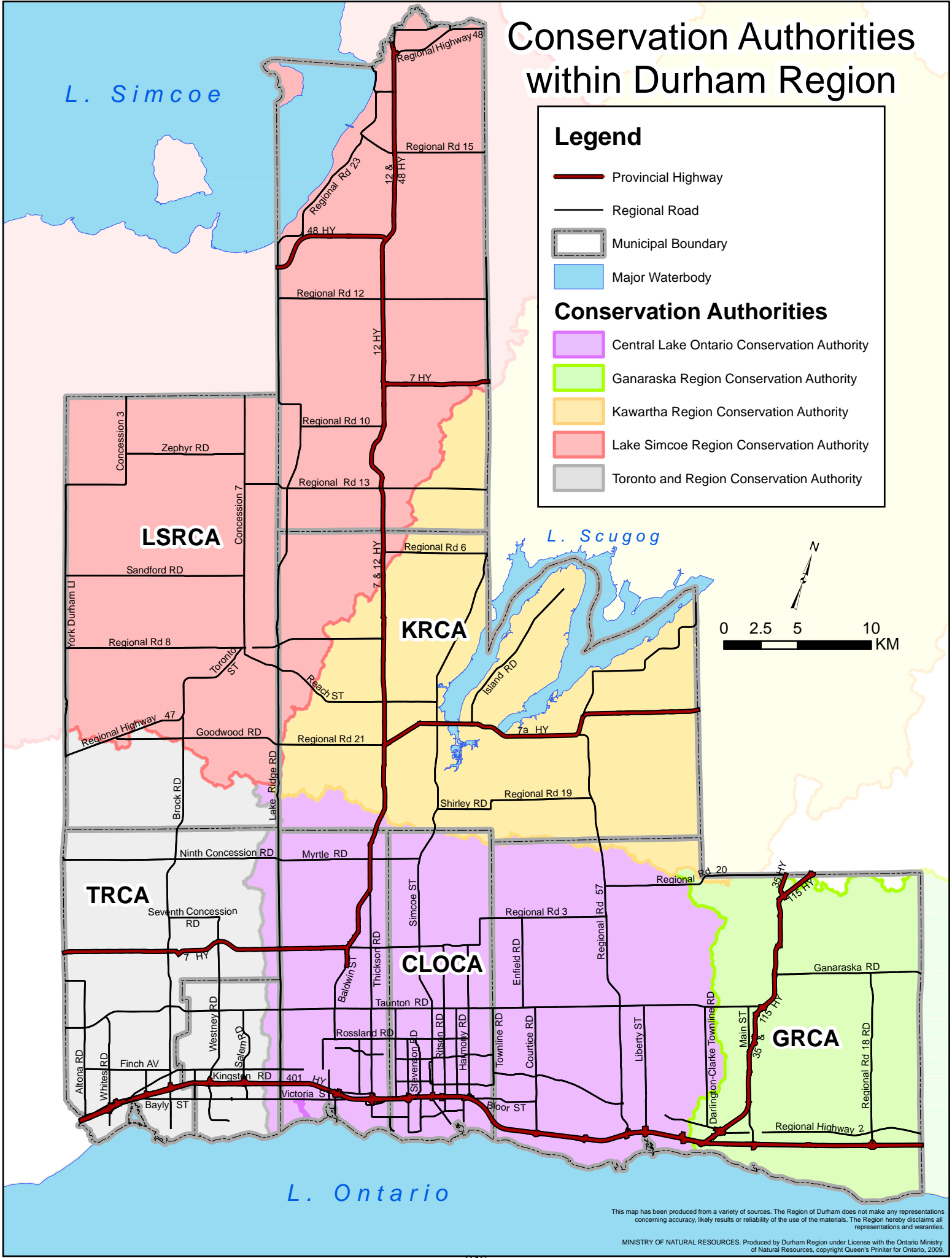
Tangible Capital Assets

New:

<ul style="list-style-type: none"> ◆ Refer to TCA New Schedule for further details. 	<p>12</p> <hr style="width: 100%;"/> <p>12</p>
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Total Program Changes	89
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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

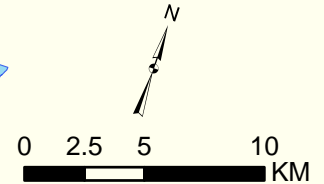
CLOCA

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
	\$	\$	\$	\$	\$
1 Operating Programs					
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
Operating Programs Subtotal	5,663	5,663	5,810	5	5,815
2 Special Benefiting Programs					
Kawartha	132	132	141	-	141
Ganaraska	225	225	228	-	228
Toronto and Region	802	802	813	-	813
Lake Simcoe Region	463	463	471	-	471
Special Benefiting Programs Subtotal	1,622	1,622	1,653	-	1,653
3 Special One-Time Funding					
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	-	-	-
Special One-Time Funding Subtotal	24	24	189	-	189
4 Land Management Funding					
Central Lake Ontario	-	-	85	-	85
Kawartha	-	-	15	-	15
Ganaraska	-	-	37	-	37
Toronto and Region	-	-	41	-	41
Lake Simcoe Region	-	-	22	-	22
Land Management Funding Subtotal	-	-	200	-	200

PROGRAM SUMMARY



2018 Business Plan

Conservation Authorities

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Proposed Budget
	\$	\$	\$	\$	\$
5 YPDT Ground Water Management					
Toronto and Region	175	175	175	-	175
YPDT Ground Water Management Subtotal	175	175	175	-	175
Net Program Expenses	7,484	7,484	8,027	5	8,032



2018 Business Plan

Central Lake Ontario Conservation Authority

By Program (\$,000's)	2017		2018		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Change \$	Proposed Budget \$
1 Operating Programs	3,779	3,779	3,872	-	3,872
2 Special One-Time Funding					
Central Lake Ontario - Watershed Plan Update	-	-	100	-	100
Special One-Time Funding Subtotal	-	-	100	-	100
3 Land Management Funding	-	-	85	-	85
Net Program Expenses	3,779	3,779	4,057	-	4,057



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Web: www.cloca.com
Email: 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:

General Operating Levy	\$ 3,822,155
Special Municipal Levy - Durham	
Children's Watershed Festival	\$ 50,000
	\$ 3,872,155

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)**

OPERATIONS BUDGET	2017	2017 Forecast		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	Region's Cost	Total Cost
Base Operations	3,728,935	3,728,935	7,068,600	3,728,935	6,707,707	3,822,155	6,910,000	3,917,709	7,116,500	4,015,652	7,330,000	4,116,043	7,550,000
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													
TOTAL	3,728,935	3,728,935	7,068,600	3,822,155	6,875,400	3,917,709	7,082,750	4,015,652	7,294,413	4,116,043	7,513,250	4,218,944	7,738,750

**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

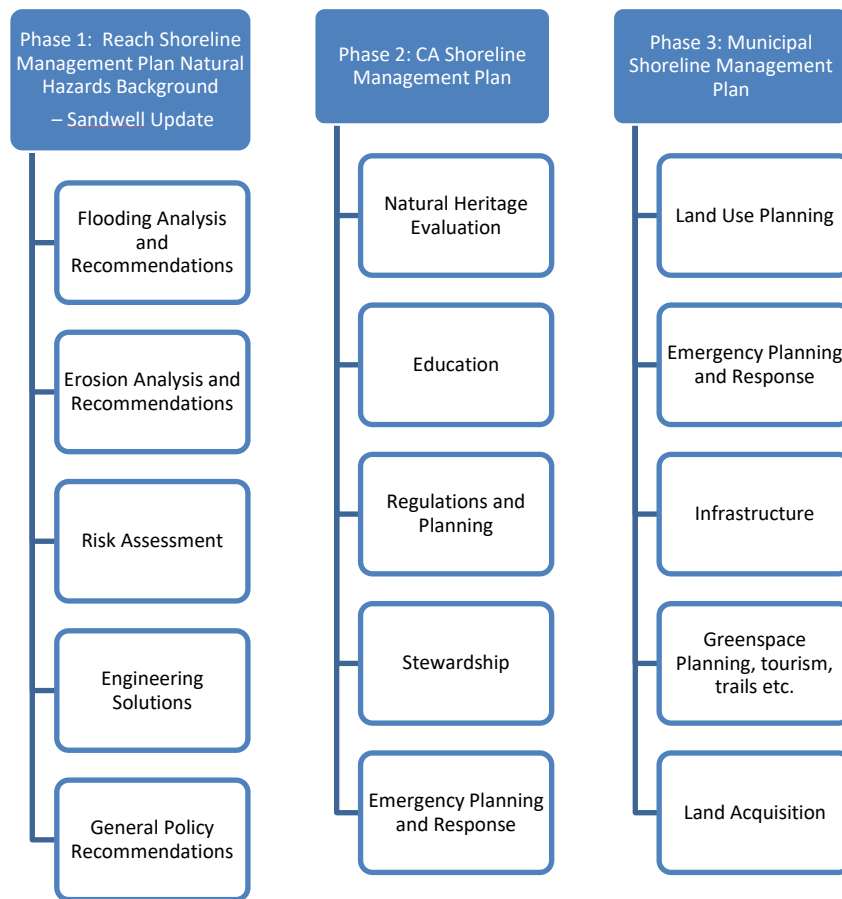


undertaken in a coordinated manner. This technical study, the update of the Sandwell study will be developed as a single project with supervision and administration by all three Conservation Authorities.

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
Total Phase 1 Project Cost:	<u>\$300,000</u>

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.

	Budget	Timeline	Deliverable
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.
Total	\$50,000		



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 \$
1 Operating Programs	578	578	601	3	604
2 Special Benefiting Programs					
Watershed Planning	132	132	134	-	134
Watershed Specific Projects	-	-	7	-	7
Special Benefiting Programs Subtotal	132	132	141	-	141
3 Land Management Funding	-	-	15	-	15
Net Program Expenses	710	710	757	3	760

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 17th 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 6th, 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

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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 km² within watershed

Municipality of Trent Lakes
237 km² within watershed

Township of Brock
36 km² within watershed

Township of Scugog
457 km² within watershed

Township of Cavan Monaghan
8 km² within watershed

Municipality of Clarington
10 km² within watershed

TOTAL 2,563 km² Within Watershed



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KawarthaConservation.com



Member of



Conservation ONTARIO
Natural Champions

DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2018-2022)

Kawartha Region Conservation Authority

OPERATIONS BUDGET	2017 Forecast		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast	
	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
KAWARTHA REGION C.A.												
Base Operations Program	564,181	2,138,333	578,286	2,617,950	604,193	2,743,320	619,297	2,786,477	634,780	2,786,477	650,649	2,830,713
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								
SUB-TOTAL	578,286	2,617,950	604,193	2,743,320	619,297	2,786,477	634,780	2,830,713	650,649	2,831,818	666,916	2,877,188

**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	Watershed Planning/Sub Watershed Planning												
	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
	Sub-total	131,950	145,000	133,900	147,800	135,900	150,000	137,900	152,300	140,000	154,600	142,100	156,900
	Aquatic Resource Management Plans/ Fisheries Management Plans												
	Sub-total												
	Groundwater Management												
	Sub-total												
	Watershed Monitoring												
	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
	Climate Change												
Sub-total	-	-	-	-	-	-	-	-	-	-	-	-	
Watershed Specific Projects/Studies													
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	
Sub-total	-	-	6,990	20,000	19,223	55,000	12,233	35,000	5,243	15,000	5,243	15,000	
PUBLIC USE	Conservation Area Management Plans												
Sub-total	-	-											
REGULATION	Flood Forecasting/Warning												
	Stream Gauge Repair/Replacement												
	Sub-total												
Natural Hazard Mapping													
Sub-total													
TOTAL CAPITAL		131,950	145,000	140,890	167,800	155,123	205,000	150,133	187,300	145,243	169,600	147,343	171,900
	Regional Land Securement					150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000
	Sub-total	-	-	-	-	150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000



2018 Business Plan

Ganaraska Region Conservation Authority

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Change	Proposed Budget
	\$	\$	\$	\$	\$
1 Operating Programs	437	437	448	10	458
2 Special Benefiting Programs					
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
Special Benefiting Programs Subtotal	225	225	228	-	228
3 Special One-Time Funding					
Ganaraska - Watershed Plan Update	-	-	50	-	50
Special One-Time Funding Subtotal	-	-	50	-	50
4 Land Management Funding	-	-	37	-	37
Net Program Expenses	662	662	763	10	773



January 2, 2018

**Ganaraska Region
Conservation Authority**

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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,

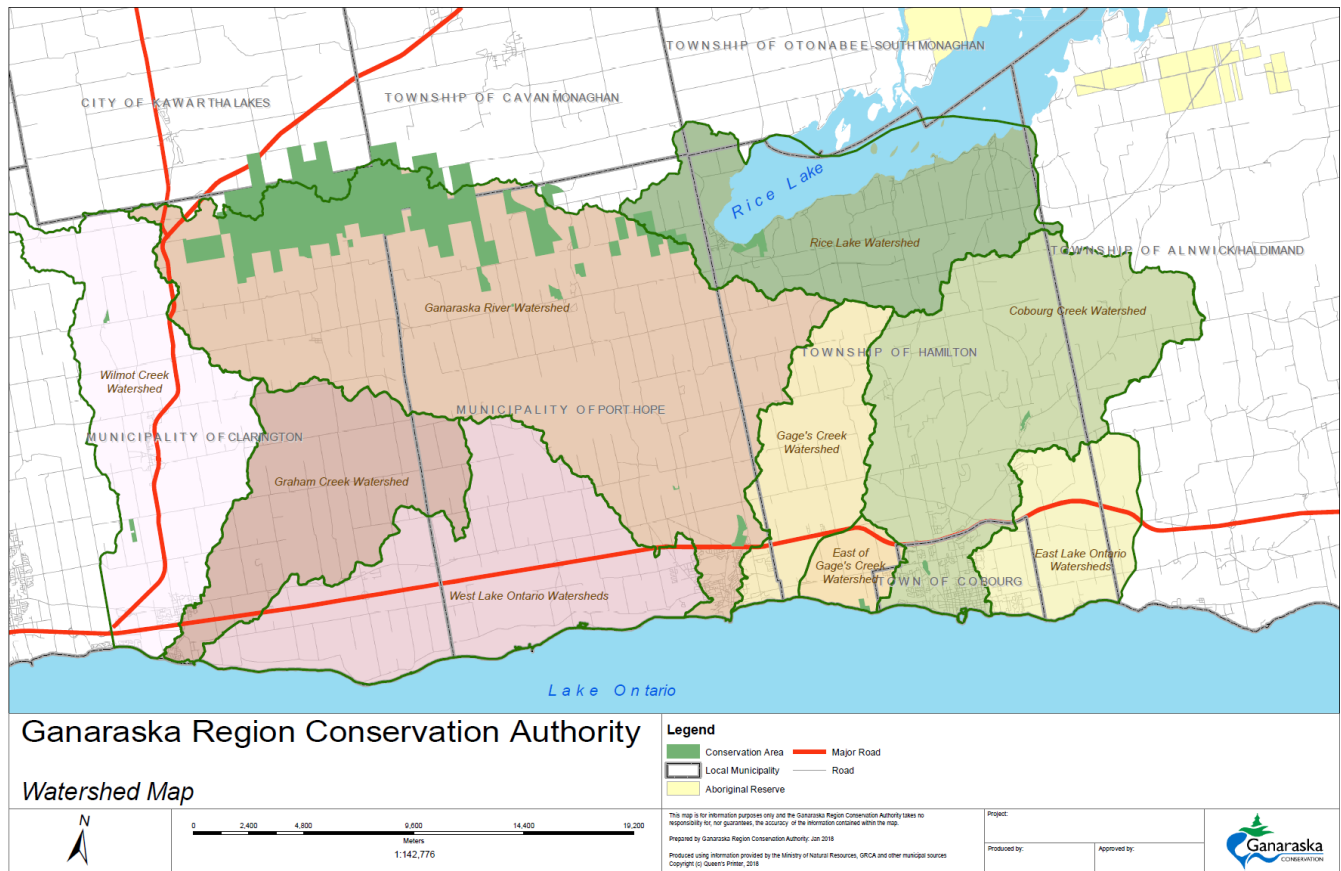
Linda J. Laliberte, CPA, CGA
CAO/Secretary-Treasurer

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
Base Operations	436,927	436,927	935,447	457,824	958,833	480,715	982,804	504,751	1,007,374	529,989	1,032,558
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									
TOTAL	436,927	457,824	958,833	480,715	982,804	504,751	1,007,374	529,989	1,032,558	556,488	1,058,383

**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	Watershed Planning/Sub Watershed Planning		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	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									
	Sub-total		20,000	20,000	105,000		210,000	130,000		180,000	110,000		170,000	115,000		180,000	115,000		180,000
	Aquatic Resource Management Plans/Fisheries Management Plans																		
	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
Sub-total		22,000	-	13,000		30,000	35,000		50,000	35,000		70,000	40,000		75,000	40,000		75,000	
Groundwater Management																			
		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	
Sub-total		33,000	33,000	33,000		67,000	35,000		70,000	40,000		80,000	45,000		90,000	50,000		100,000	
Watershed Monitoring	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	
Sub-total		35,000	35,000	37,500		75,000	40,000		89,000	43,000		95,000	45,000		100,000	48,000		110,000	
Natural Heritage Mapping	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							
Sub-total		51,000	51,000	51,000		51,000	73,000		149,000	75,000		150,000	57,000		93,000	59,000		95,000	
Watershed Specific Projects/ Studies																			
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	
Sub-total		48,500	47,536	48,500		94,500	49,000		118,000	51,000		120,000	77,000		173,000	79,000		184,000	
PUBLIC USE																			
Conservation Area Management Plans																			
Ganaraska Forest Management Plan		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Sub-total		-	-	-		-	-		-	-		-	-		-	-	-		
REGULATION																			
Flood Forecasting/Warning																			
Stream Gauge Replacement	Project	-	-	-	-	-	-	-	-	-	-	-	6,000	75%	8,000	6,000	75%	8,000	
Sub-total		-	-	-		-	-		-	-		-	6,000		8,000	6,000		8,000	
Natural Hazard Mapping																			
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	
Sub-total		15,359	37,000	15,232		37,000	102,000		210,000	90,000		180,000	121,000		236,000	86,000		166,000	
TOTAL CAPITAL		224,859	223,536	303,232		564,500	464,000		866,000	444,000		865,000	506,000		955,000	483,000		918,000	
Oak Ridges Moraine Conservation Plan & Gap Filling																			
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Sub-total		-	-	-		-	-		-	-		-	-		-	-	-		
Regional Land Securement																			
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Sub-total		-	-	-		-	-		-	-		-	-		-	-	-		



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 \$
1 Operating Programs	611	611	626	-	626
2 Special Benefiting Programs					
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
Special Benefiting Programs Subtotal	802	802	813	-	813
3 Land Management Funding	-	-	41	-	41
4 YPDT Ground Water Management	175	175	175	-	175
Net Program Expenses	1,588	1,588	1,655	-	1,655

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

Dear Messrs. 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.”

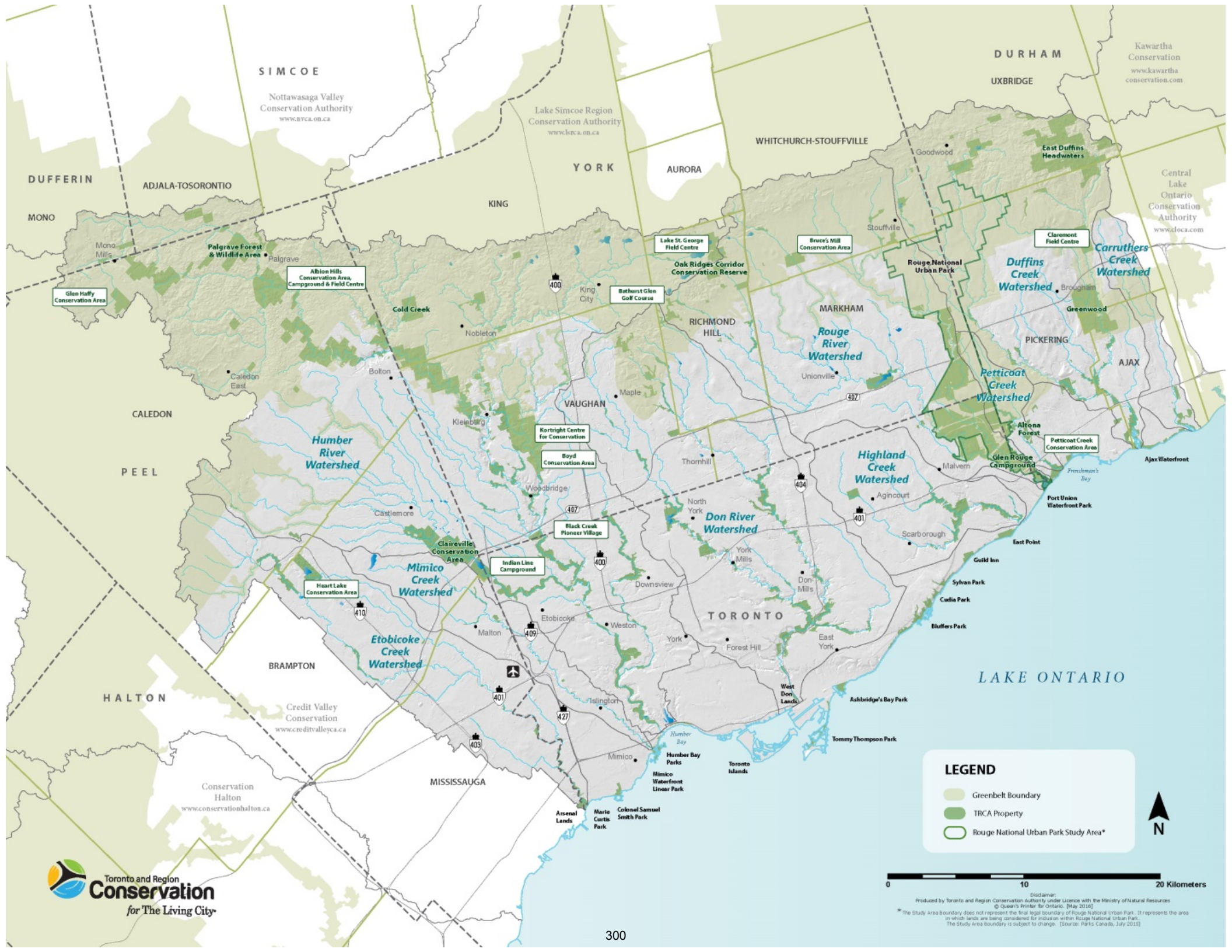
TRCA has always had a unique and challenging role as the conservation authority charged with management of the natural and water resources of Canada’s largest urban centre. Over TRCA’s five decades of existence, the scope of environmental and sustainability challenges facing the Toronto region has expanded 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.”

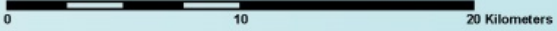
The four pillars of *The Living City* are: *Healthy Rivers and Shorelines; Greenspace and Biodiversity; Sustainability Communities; and Business Excellence, a green economy and responsive government.* TRCA works with its partners to pursue *The Living City* vision in a way that is appropriate to the 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:
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*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		
General Benefiting Operating Levy	611,000	626,275	643,500	660,500	678,500	697,500	15,275	2.50%
Special - New Headquarters Facility (2017-2037)	42,371	42,371	42,371	42,371	42,371	42,371	-	0.00%
Special Benefiting Programs								
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	-	-	-	-	-		
Watershed Planning	110,220	107,000	182,000	187,000	189,000	199,000	(3,220)	-2.82%
Regional Watershed Monitoring Program	206,000	206,000	207,000	217,000	218,000	218,000		
Regional Watershed Monitoring	206,000	206,000	207,000	217,000	218,000	218,000	-	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		
Natural Heritage Mapping	100,000	120,000	137,000	132,000	137,000	137,000	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		
Floodworks & Flood Warning System	55,000	55,000	55,000	58,000	58,000	58,000	-	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	-	-	-	-	-		
Flood Vulnerable Areas Map Updates	34,000	20,000	38,000	38,000	38,000	38,000	(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		
Aquatic Resources/Fisheries	67,000	68,000	69,000	70,000	71,000	72,000	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		
Watershed Specific - Trails and Hazard Trees	128,000	135,600	140,000	142,000	146,000	149,000	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	-	-	-	-	-	-		
Watershed Specific - Durham Waterfront	59,000	59,000	62,000	62,000	65,000	65,000	-	0.00%
Sub-Total	759,220	770,600	890,000	906,000	922,000	936,000	11,380	1.52%
Groundwater Management	175,000	175,000	175,000	175,000	175,000	175,000		
Total net Program Costs	1,587,591	1,614,246	1,750,871	1,783,871	1,817,871	1,850,871	26,655	1.75%
Unmet Needs								
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	-	-	-	-		
Total net Program Costs (including Enhancements)	1,587,591	2,784,246	2,620,871	2,653,871	2,542,871	2,575,871		

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.

Summary Budget – List component project costs			
Project Component	Financial Contribution - Durham	Financial Contribution - NDMP	Total
• 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
	\$	\$	\$	\$	\$
1 Operating Programs	258	258	263	(8)	255
2 Special Benefiting Programs					
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
Special Benefiting Programs Subtotal	463	463	471	-	471
3 Special One-Time Funding					
Lake Simcoe - Scanlon Creek Renovation Project	-	-	39	-	39
Lake Simcoe - Scanlon Creek Operations Centre Infrastructure Maintenance	24	24	-	-	-
Special One-Time Funding Subtotal	24	24	39	-	39
4 Land Management Funding	-	-	22	-	22
Net Program Expenses	745	745	795	(8)	787



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.

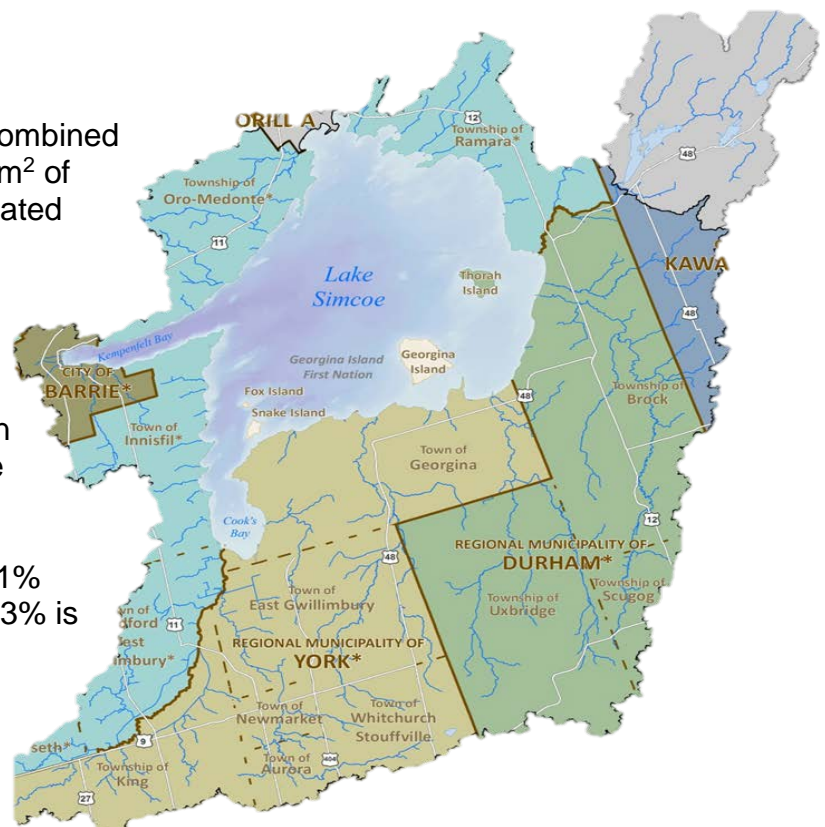
Our Vision for the watershed is a thriving environment that inspires and sustains us for generations to come. This outcome will be achieved through our mission to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.

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

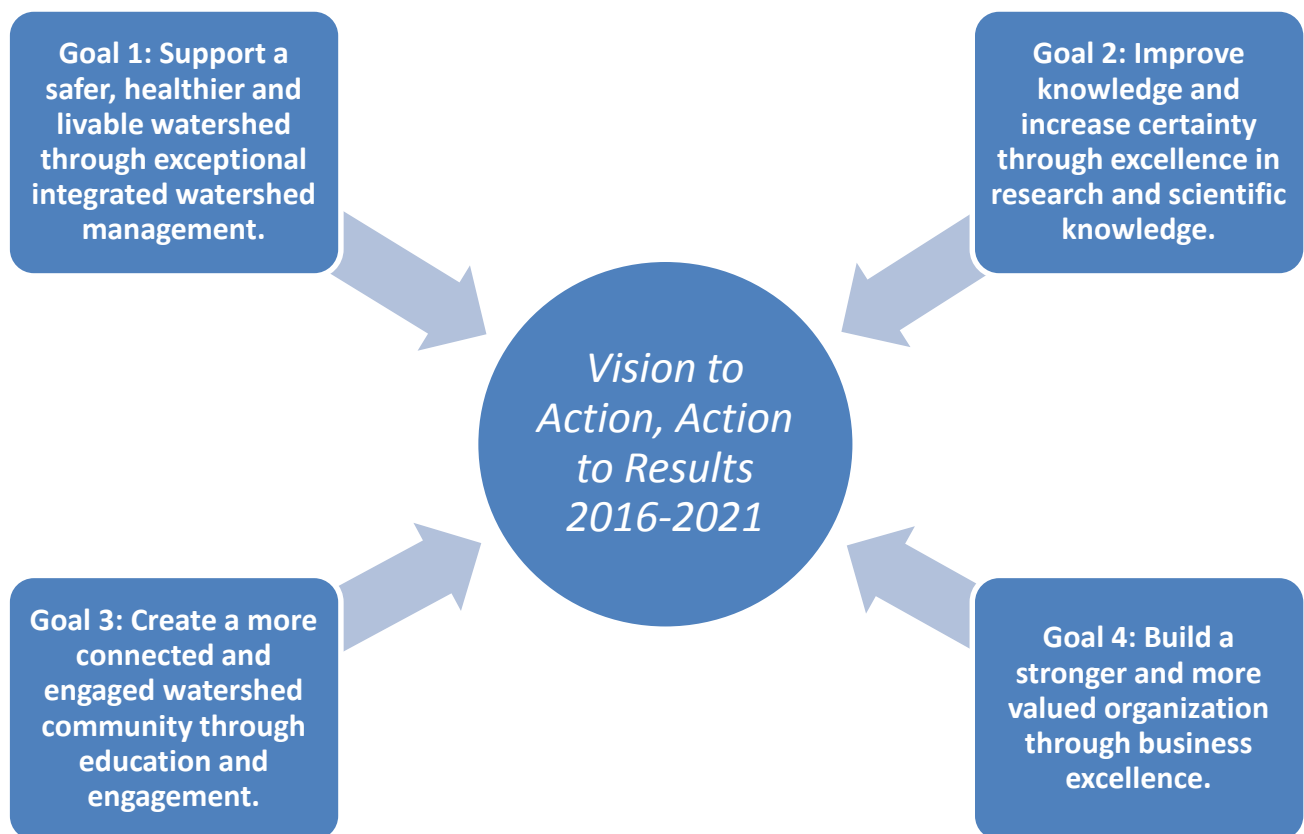
A total of 21 rivers and streams with a combined length of almost 100 km drain the 793 km² of the Regional Municipality of Durham located within the Lake Simcoe watershed. The municipality has 17.5 kilometers of shoreline along Lake Simcoe located in the Township of Brock (6% of the entire Lake Simcoe 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 . 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
LAKE SIMCOE REGION C.A.												
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	
Budget Request per Guideline	237,756	237,756	233,967	3,766,841	242,156	3,898,680	250,631	4,035,134	259,403	4,176,364	268,483	4,322,537

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
LAKE SIMCOE REGION C.A.												
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	
Budget Request per Guideline	21,052	21,052	21,442	265,981	22,192	275,290	22,969	284,925	23,773	294,898	24,605	305,219

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
LAKE SIMCOE REGION C.A.												
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	
Budget Request per Guideline	463,282	463,282	471,136	3,376,915	476,964	3,426,255	482,880	3,476,335	488,885	3,527,167	494,980	3,578,761

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
LAKE SIMCOE REGION C.A.												
Infrastructure Maintenance for Scanlon Creek Operations Centre	24,000	24,000										
Scanlon Creek Operations Centre renovation Project			39,162	601,571								
Budget Request per Guideline	24,000	24,000	39,162	601,571	0	0	0	0	0	0	0	0

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	
	Total Watershed Studies and Strategies		100,402	446,007	100,744	451,534	101,092	457,143	101,445	462,837	101,803	468,616	
WATER RISK MANAGEMENT	Flood Management and Warning												
	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	
	Water Management/Restoration												
	Urban Restoration	17.2%	94,007	547,540	95,417	555,753	96,848	564,089	98,301	572,551	99,776	581,139	
	Water Science and Monitoring												
	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	
Total Water Risk Management		140,539	1,132,954	142,647	1,149,948	144,787	1,167,198	146,959	1,184,705	149,163	1,202,476		
ECOLOGICAL MANAGEMENT	Restoration and Regeneration												
	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	
	Ecosystem Science and Monitoring												
	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	
Total Ecological Management		123,836	1,034,779	125,694	1,050,301	127,579	1,066,055	129,493	1,082,046	131,435	1,098,277		
GREENSPACE SERVICES	Management												
	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	
	Total Greenspace Services		69,647	289,323	70,692	293,663	71,752	298,068	72,828	302,539	73,921	307,077	
CORPORATE	Goverance												
	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	
	Information Management												
	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	
	Financial Management												
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		
Total Corporate		36,712	473,852	37,188	480,810	37,670	487,872	38,161	495,040	38,658	502,316		
TOTAL CAPITAL				471,136	3,376,915	476,964	3,426,255	482,880	3,476,335	488,885	3,527,167	494,980	3,578,761
Regional Land Securement				200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Total Regional Land Securement				200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	

**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
Total Cost	\$1,545,213

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"> • Lease rate is \$21.72 per sq. ft. annually, including TMI • Price does not include office set-up, including IT and furnishings • Does not meet space requirements
Commercial Lease – Leslie Street, Newmarket (15,435 sq. ft.)	\$538,372 annually	<ul style="list-style-type: none"> • Lease rate is \$34.88 per sq. ft. annually, including TMI • Price does not include office set-up, including IT and furnishings
Commercial Lease – Holland Street W., Bradford (3,713 sq. ft.)	\$112,318 annually	<ul style="list-style-type: none"> • Lease rate is \$30.25 per sq. ft. annually, including TMI • Price does not include office set-up, including IT and furnishings • Does not meet space requirements
Commercial Lease – Brock Street W., Uxbridge (5,618 sq. ft.)	\$84,270 annually	<ul style="list-style-type: none"> • Lease rate is \$15.00 per sq. ft. annually, including TMI • Price does not include office set-up, including IT and furnishings • Does not meet space requirements

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.

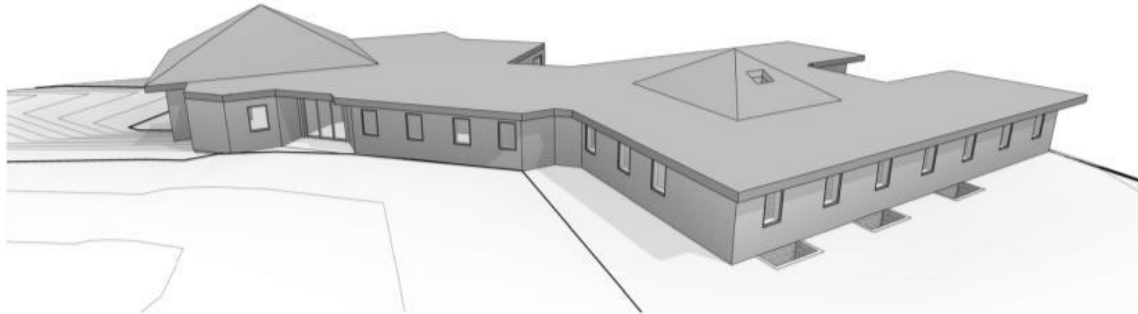
PERFORMANCE MEASURES

- 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.

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
Expense Programs	\$	\$	\$	\$	\$
Operating:					
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
Net Operating Program Expenses	178,021	178,253	182,086	1,540	183,626
11 Contribution To The Helicopter Reserve	150	150	150	-	150
12 Debt Service	11,500	11,500	11,500	-	11,500
13 Tangible Capital Assets					
New	13	-	-	205	205
Replacement	3,440	3,221	3,322	113	3,435
Tangible Capital Assets Subtotal	3,453	3,221	3,322	318	3,640
Net Program Expenses	193,124	193,124	197,058	1,858	198,916
Summary of Increase (Decrease)			\$3,934	2.04%	\$5,792
					3.00%

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.

Program 1 - Community Policing 201

- ◆ 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

Program 2 - Crime Management 213

- ◆ 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

Program 3 - Patrol Operations 570

- ◆ 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)

Program 4 - Operational Support (151)

- ◆ 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

Program 13 - Capital	318
♦ 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
Total Program Changes for 2018	1,858



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.

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Provide quality transit alternatives for healthy lifestyles. 	

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
<ul style="list-style-type: none"> ◆ Develop strategies to implement the objectives outlined in the Transportation Master Plan and the Transit Service Strategy. 	

Strategic Goals

Goal	Description	Responsibility - Support
A.1	Propel the business and investment climate forward in Durham Region to enable more local employment.	
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.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

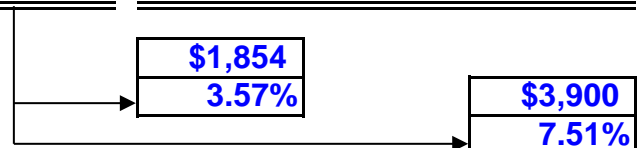


2018 Business Plan

Durham Region Transit

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
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
Operating Subtotal	78,692	79,827	83,148	2,677	85,825
9 Bus Rapid Transit	152	154	157	-	157
Tangible Capital Assets:					
10 New	1,282	1,282	-	1,259	1,259
11 Replacement	38	38	19	-	19
Tangible Capital Assets Subtotal	1,320	1,320	19	1,259	1,278
Total Program Expenses	80,164	81,301	83,324	3,936	87,260
Revenue Programs					
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)
Total Revenue Programs	(28,777)	(29,401)	(29,570)	(1,890)	(31,460)
Net Program Expenses	51,387	51,900	53,754	2,046	55,800

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"> ◆ 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) ◆ 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) ◆ 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. ◆ Defer the hiring of the Analytics Program Manager position that was approved in 2017 budget to July 1, 2018. ◆ Increase in Reception, Promotion and Special Events for new Ridership Improvement Initiatives with the objective of further increasing ridership. ◆ 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). ◆ Increase in Presto transaction fees to reflect new agreement. ◆ Other various adjustments based on historical actuals and forecasted requirements. 	<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>
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Operations

<ul style="list-style-type: none"> ◆ 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). ◆ 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) ◆ 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. ◆ Decrease in Part Time Salaries and Benefits to align with projected actuals and forecasted requirements. ◆ 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). ◆ Decrease in Statutory Holiday Premiums based on projected actuals and forecasted requirements. 	<p>64</p> <p>330</p> <p>(3)</p> <p>(58)</p> <p>181</p> <p>(32)</p>
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EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Durham Region Transit

(\$,000's)

Operations (Continued)

<ul style="list-style-type: none"> ◆ Increase in Uniforms and Protective Clothing based on safety enhancements (visibility) and collective agreement provisions. 20 ◆ Increase in Service Contract due to service plan adjustments as detailed in Table 1 below. 68 ◆ Decrease in GO Local Fare Agreement to align with actual boardings. (29) ◆ Increase in Route Maintenance to reflect historical actuals. 464 ◆ Increase in Route Maintenance for shelter cleaning, which was previously provided under the shelter advertising contract. 140 ◆ Increase in Property Rental for a downtown Oshawa crew room (\$20k), operational parking requirements (\$6k) in Pickering, and washroom facility in Whitby (\$4k). 30 ◆ Increases in Car Allowance (\$3k) and Equipment Rental (\$3k) based on projected actuals and forecasted requirements. 6 	<p>1,181</p>
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Table 1

<u>Summary of 2018 Service Plan Adjustments (\$,000's)</u>				
	<u>DRT West</u>	<u>DRT Central</u>	<u>DRT East</u>	<u>Total</u>
<u>Operations</u>				
Full time Operators				
Wages & Benefits	189		141	330
Part time Operators				
Wages & Benefits	(18)		(26)	(44)
Overtime & Premiums	20		21	41
Service Contract		68		68
<u>Maintenance</u>				
Overtime & Premiums	10		11	21
Fuel	36	20	33	89
Auto Materials & Supplies	52	1	46	99
Total Expenses	289	89	226	604
Farebox Revenue	(53)	(13)	(38)	(104)
Net Cost	236	76	188	500

EXPLANATION OF PROGRAM CHANGES



2018 Program Changes

Durham Region Transit

(\$,000's)

Maintenance - Equipment

<ul style="list-style-type: none"> ◆ Position Transfer: 1 Janitor transferred from Facilities Management, effective January 1, 2018 (\$85k) and related reclassification to Storeperson (\$8k). ◆ Increase in Overtime for service plan adjustments as detailed in Table 1 above. ◆ Increase in Fuel for service plan adjustments as detailed in Table 1 above. ◆ Increase in Auto Materials and Supplies for service plan adjustments as detailed in Table 1 above. ◆ Minor Assets & Equipment including High Lift Wheel Dolly (\$9k), 10 Ton Bumper Lift (\$8k), Electric Impact Guns (\$8k), and Manuals (\$2k). ◆ Increase in Major Renovations - Building for interior and exterior painting at Westney facility. ◆ Increase for major engine and part replacement. ◆ Various adjustments based on projected actuals and forecasted requirements. 	<p>93</p> <p>21</p> <p>89</p> <p>99</p> <p>27</p> <p>40</p> <p>400</p> <p>(4)</p> <hr style="border: 0.5px solid black;"/> <p>765</p>
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Specialized Service

<ul style="list-style-type: none"> ◆ Increase in Part Time and Reliefs resulting from increased coverage for vacation. ◆ Various adjustments to Statutory Holiday Premium and Overtime to align with projected actuals and forecasted requirements. ◆ Increase in Uniforms and Protective Clothing to align with projected actuals and collective agreement provisions. ◆ Increase in Contracted Taxis to respond to demand for casual trips and integrated services. 	<p>119</p> <p>(17)</p> <p>2</p> <p>50</p> <hr style="border: 0.5px solid black;"/> <p>154</p>
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Facilities Management

<ul style="list-style-type: none"> ◆ Position Transfer: 1 Janitor transferred to Maintenance - Equipment, effective January 1, 2018. ◆ Major Building Renovations - Physical Access Security Improvements & Rekeying. ◆ Adjustments to various accounts to reflect historical actuals and forecasted requirements. 	<p>(85)</p> <p>34</p> <p>(22)</p> <hr style="border: 0.5px solid black;"/> <p>(73)</p>
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Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Transit's share of costs related to the operation and maintenance of Regional Headquarters. 	<p>7</p> <hr style="border: 0.5px solid black;"/> <p>7</p>
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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 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

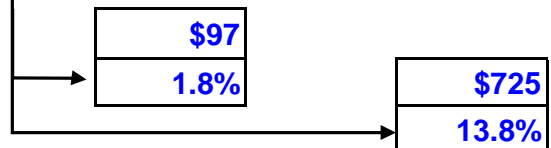


2018 Business Plan

Durham Regional Local Housing Corporation

BY PROGRAM (\$,000's)	2017		2018		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Public Housing	4,577	3,747	3,845	-	3,845
2 Affordable Housing	7	7	6	-	6
Operating Subtotal	4,584	3,754	3,851	-	3,851
Tangible Capital Assets:					
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)
Tangible Capital Assets Subtotal	1,512	1,512	1,512	628	2,140
Total Program Expenses	6,096	5,266	5,363	628	5,991

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>
Total Program Changes	<u><u>628</u></u>

PROGRAM SUMMARY



2018 Business Plan

Provincial Download Services

By Program	2017		2018		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
Expense Programs	\$	\$	\$	\$	\$
Social Housing:					
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
Social Housing-Investment in Affordable Housing (IAH):					
6 Rental Housing	-	-	-	-	-
7 Home Ownership	-	-	-	-	-
8 Rent Supplement Direct Delivery	-	-	-	-	-
9 Rent Supplement and Housing Allowance Shared Delivery	-	-	-	-	-
Subtotal	-	-	-	-	-
Social Housing-Investment in Affordable Housing (IAH): Social Infrastructure Fund Program (SIF)					
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
Social Housing Apartment Improvement Program (SHAIP):					
13 Social Housing Apartment Improvement Program (SHAIP)	-	-	-	-	-
Subtotal	-	-	-	-	-
Social Housing Total	35,131	35,131	35,920	-	35,920
Net Program Expenses	35,131	35,131	35,920	-	35,920

Summary of Increase (Decrease)			
			\$789
			2.25%
			\$789
			2.25%

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)
	-
Total Program Changes	-