



The Regional Municipality of Durham

COUNCIL INFORMATION PACKAGE

August 31, 2018

Information Reports

- [2018-INFO-125](#) Commissioner of Social Services – re: Accreditation Canada Award – Long-Term Care and Services for Seniors
- [2018-INFO-126](#) Commissioner of Planning and Economic Development – re: Ontario Municipal Commuter Cycling Program – Status Update
- [2018-INFO-127](#) Commissioner of Works – re: Single Use Plastics
- [2018-INFO-128](#) Commissioner of Planning and Economic Development – re: Toronto Region – Cost Competitive Business Environment by Sector
- [2018-INFO-129](#) Commissioner and Medical Officer of Health – re: Updates to the Ontario Public Health Standards: Requirements for Programs, Services and Accountability

Early Release Reports

There are no Early Release Reports

Staff Correspondence

There is no Staff Correspondence

Durham Municipalities Correspondence

1. [City of Oshawa](#) – re: Resolution passed at their Council meeting held on May 22, 2018 regarding a proposed collaborative review of the responsibility for Sidewalks on Regional Roads to be Transferred to the Region from Area Municipalities

Other Municipalities Correspondence/Resolutions

There are no Other Municipalities Correspondence/Resolutions

Miscellaneous Correspondence

There are no Miscellaneous Correspondence

Advisory Committee Minutes

There are no Advisory Committee Minutes

Members of Council – Please advise the Regional Clerk at clerks@durham.ca by 9:00 AM on the Monday one week prior to the next regular Committee of the Whole meeting, if you wish to add an item from this CIP to the Committee of the Whole agenda.



The Regional Municipality of Durham Information Report

From: Commissioner of Social Services
Report: [#2018-INFO-125](#)
Date: August 31, 2018

Subject:

Accreditation Canada Award – Long-Term Care and Services for Seniors

Recommendation:

Receive for information

Report:

1. Purpose

1.1 The purpose of this report is to advise Regional Council of the results of the recent Accreditation Canada survey in the Long-Term Care and Services for Seniors Division.

2. Background

2.1 Accreditation Canada is a not-for-profit, independent organization accredited by the International Society for Quality in Health Care (ISQua). Accreditation Canada sets standards of quality and safety in healthcare and accredits health organizations in Canada and around the world.

2.2 Participation in the accreditation process is voluntary. It is noted to be one of the most effective ways for health service organizations to regularly and consistently examine and improve quality of their services.

2.3 Healthcare organizations that choose to participate in Accreditation Canada's accreditation programs are evaluating their performance against national standards of excellence. These standards examine all aspects of healthcare, from patient/resident/client safety and ethics, to staff training and partnering with the community. Healthcare staff devote time and resources to learn how to improve what they are doing so they can provide the best possible care and services to resident and clients.

3. Discussion

- 3.1 The Division has been participating in the Accreditation Canada process since 2003 with each home going through the survey independently.
- 3.2 In 2015, the Division opted to undertake a regional accreditation survey which included the four (4) Regional Long-Term Care Homes (Fairview Lodge, Hillsdale Estates, Hillsdale Terraces and Lakeview Manor) as well as the Regionally operated Adult Day Programs (ADPs) in Beaverton/Port Perry and Oshawa.
- 3.3 Accreditation Canada conducted an on-site survey in May, 2018. Two surveyors were on-site for five days speaking with residents, families, staff, volunteers and community partners at all the survey locations. The surveyors are peers in the long-term care sector. They observed processes and looked for evidence of evaluation of these processes from a quality improvement and risk management perspective. They reviewed policies and protocols and assessed the Division's commitment to person-centred care and safety.
- 3.4 The Division received Accreditation with Exemplary Standing, the highest award, having met over ninety-six per cent (96%) of the standards. Of note, the Region's ADPs are the only ADPs in Durham Region to be accredited.
- 3.5 The executive summary of the Accreditation Canada report is attached. The full report is available upon request.
- 3.6 The staff of the Region's Long-Term Care Homes and ADPs are congratulated on the recent Accreditation Canada award and their ongoing commitment to the provision of safe and high quality health services.

4. Attachments

Attachment #1: Accreditation Canada Executive Summary – Long Term Care Homes

Respectfully submitted,

Original signed by:

Dr. Hugh Drouin
Commissioner of Social Services

Executive Summary

Accreditation Report



**ACCREDITATION
AGRÉMENT**
CANADA
Qmentum

Region of Durham Long-Term Care and Services for Seniors

Accredited with Commendation

May 2018 to 2022

Region of Durham Long-Term Care and Services for Seniors has gone beyond the requirements of the Qmentum accreditation program and is commended for its commitment to quality improvement. It is accredited until May 2022 provided program requirements continue to be met.

Region of Durham Long-Term Care and Services for Seniors is participating in the Accreditation Canada Qmentum accreditation program. Qmentum helps organizations strengthen their quality improvement efforts by identifying what they are doing well and where improvements are needed.

Organizations that become accredited with Accreditation Canada do so as a mark of pride and as a way to create a strong and sustainable culture of quality and safety.

Accreditation Canada commends **Region of Durham Long-Term Care and Services for Seniors** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

Accreditation Canada

We are independent, not-for-profit, and 100 percent Canadian. For more than 55 years, we have set national standards and shared leading practices from around the globe so we can continue to raise the bar for health quality.

As the leader in Canadian health care accreditation, we accredit more than 1,100 health care and social services organizations in Canada and around the world.

Accreditation Canada is accredited by the International Society for Quality in Health Care (ISQua) www.isqua.org, a tangible demonstration that our programs meet international standards.

Find out more about what we do at www.accreditation.ca.

Demonstrating a commitment to quality and safety

Accreditation is an ongoing process of evaluating and recognizing a program or service as meeting established standards. It is a powerful tool for quality improvement. As a roadmap to quality, Accreditation Canada's Qmentum accreditation program provides evidence-informed standards, tools, resources, and guidance to health care and social services organizations on their journey to excellence.

As part of the program, most organizations conduct an extensive self-assessment to determine the extent to which they are meeting the Accreditation Canada standards and make changes to areas that need improvement. Every four years, Accreditation Canada surveyors, who are health care professionals from accredited organizations, visit the organization and conduct an on-site survey. After the survey, an accreditation decision is issued and the ongoing cycle of assessment and improvement continues.

This Executive Summary highlights some of the key achievements, strengths, and opportunities for improvement that were identified during the on-site survey at the organization. Detailed results are found in the organization's Accreditation Report.

On-site survey dates

May 7, 2018 to May 11, 2018

Locations surveyed

- 6 locations were assessed by the surveyor team during the on-site survey. Locations and sites visited were identified by considering risk factors such as the complexity of the organization, the scope of services at various sites, high or low volume sites, patient flow, geographical location, issues or concerns that may have arisen during the accreditation cycle, and results from previous on-site surveys. As a rule, sites that were not surveyed during one accreditation cycle become priorities for survey in the next.
- All sites and services are deemed **Accredited with Commendation** as of the date of this report.

See **Appendix A** for a list of the locations that were surveyed.

Standards used in the assessment

- 5 sets of standards were used in the assessment.

Summary of surveyor team observations

These surveyor observations appear in both the Executive Summary and the Accreditation Report.

During the on-site survey, the surveyor team undertook a number of activities to determine the extent to which the organization met the accreditation program requirements. They observed the care that was provided; talked to staff, clients, families and others; reviewed documents and files; and recorded the results.

This process, known as a tracer, helped the surveyors follow a client's path through the organization. It gives them a clear picture of how service is delivered at any given point in the process.

The following is a summary of the surveyor team's overall observations.

Long-term care services in the Region of Durham consist of four homes and services for those living in the community (adult day programs, Meals on Wheels). Having municipal ownership has benefited the homes in many ways including access to corporate people, financial, and technological support..

There are strong contractual and voluntary community partnerships that are mutually beneficial. There are opportunities within the current partnerships to ensure two-way communication but the partners indicate that they are thriving in their relationships with the home(s). The homes might consider developing a forum by which two-way dialogue can occur in order to continue and nurture those relationships.

There is a presence of community at each home site, giving each a unique identity. A supportive volunteer base enhances service delivery. Residents, staff, and volunteers have been very successful in creating homelike relationships and community spirit. The organization is encouraged to continue to support the homes' capacity to celebrate their uniqueness through, for instance, a web presence and Facebook. This will allow the homes to showcase their improvements and advancements and allow others to learn. For instance, one home has a partnership with a community hostel to provide food support. This would be a great way to showcase the efforts of that home in partnering for a sustainable future for all.

The organization's leadership works cohesively and collaboratively on common goals, while also allowing each site to be on its own journey in meeting the strategic plan. The organizational approach to quality and risk management is positive, as is the corporate orientation. Corporate and local support for the integration of quality and risk practices is very positive. The team assigned to these roles is capable and ambitious in its desire to make the homes the best places to live and work.

A creative team is involved in enhancing the capability to continue the work on resident- and family-centred care. Much work has been done in this regard and the organization is encouraged to continue to find ways to further engage residents and families, such as consulting them on hiring policies for "best fit" staff, finding opportunities for senior leadership to periodically hear a story directly from

residents and families, engaging them in contributing to employee performance, or having them be part of care team meetings.

There is an obvious passion and commitment in the leadership team that is infectious through to the front-line delivery of care. Staff are positive and, while also offering suggestions to improve, speak highly of working for "their" home and residents. This sense of ownership is commendable and a testament to the sense of community. Many long-serving staff (25+ years) remain positive and engaged at work which is commendable. Leadership will need to make a further commitment to ensuring that performance reviews and feedback are given regularly to the staff. Staff at the front-line level in all roles indicate the need for more hours of care to meet the increasing needs and expectations of residents and families. Staff appreciate the leadership support and recognition programs like the morale motivation, recognition, and learning program.

Communication can be improved in the organization. This will be addressed with a plan to ensure that all staff have access to electronic communication formats. There is a need to ensure that staff receive re-training/education on the importance of protecting resident privacy and information while understanding the need in their day-to-day work to have easy access to tools needed to perform their jobs.

The presidents of the Resident and Family Councils speak highly of the leaders' commitment to keeping them engaged in care and services. The organization is encouraged to continue on its person-centred care journey by building in best practices. Family Council express a desire to be further engaged at all levels to make improvements in care delivery. Residents and family members speak positively of the staff and their commitment to meeting day-to-day needs. As is the case with staff, residents and families believe more staff are needed to provide the care expected, especially as frailty is increasing in the residents.

Care is being monitored and measured through the quality program. This will improve once the organization implements its planned information technology advancements, such as the electronic medication administration record and care planning software. Plans for other software (scheduling, payroll) will also promote improvements at all levels.

The philosophy of care at all sites is one of compassion and caring. Staff take pride in being able to meet resident and family needs using a team approach. The availability of resources is commended. Overall, much progress is being made on integrating the four home sites in many areas, and the team is commended for undertaking its first joint Accreditation Canada on-site survey of all four homes together.



The Regional Municipality of Durham Information Report

From: Commissioner of Planning and Economic Development
Report: [#2018-INFO-126](#)
Date: August 31, 2018

Subject:

Ontario Municipal Commuter Cycling Program – Status Update

Recommendation:

Receive for information

Report:

1. Purpose

1.1 This report provides an update on the status of the Ontario Municipal Commuter Cycling (OMCC) Program, and its implementation.

2. Background

2.1 The OMCC Program was announced in spring 2017 as a four year (2017-2020) Provincial funding program to invest in commuter-based cycling infrastructure across Ontario to reduce greenhouse gas emissions produced by the transportation sector. It was to be funded through Ontario's carbon tax cap and trade program.

2.2 In September 2017, Regional staff submitted an application for "year one" OMCC Program funding and included a list of projects developed in consultation with the area municipalities. All projects submitted by the Region for OMCC funding are on road segments identified in the Regional Cycling Plan, the Transportation Master Plan, and are within Regional road rights-of-way.

2.3 In December 2017, the Region received notice from the Ministry of Transportation (MTO) that its application under the OMCC Program was successful (Report

#2018-INFO-06), and that Durham is eligible to receive \$2,216,952 which can be used to cover up to 80 per cent of the eligible costs of approved cycling projects. The Region's required 20 per cent contribution of \$554,238 was subsequently approved as part of the 2018 Business Plans and Budget. All cycling projects eligible under the OMCC Program funding must be constructed by December 30, 2020.

- 2.4 On February 14, 2018, Council authorized the execution of the Transfer Payment Agreement, by the Regional Chair and Clerk, for OMCC Program "year one" funding and approved the enabling bylaw (Report #2018-COW-36). The Transfer Payment Agreement was then executed by MTO on March 21st and funds were received by March 31st (i.e. the end of the Province's 2017-2018 fiscal year).
- 2.5 On May 1, 2018, the Region submitted an updated project list to MTO. Under the OMCC Program, municipalities are permitted to update their project lists on a semi-annual basis. The project list is provided in Attachment 1 and mapped in Attachment 2. Key changes made to the status of each project since the original project list was submitted are also identified in Attachment 1.
- 2.6 On July 3, 2018, following the Provincial election, the Provincial cap and trade program was cancelled (Report #2018-INFO-106). Subsequently, MTO released a letter (Attachment 3) noting that no further funding will be issued under the OMCC Program (originally announced as a four-year program). Funds that were already received under the current Transfer Payment Agreement can still be used under the Program, but no additional funding will be provided.
- 2.7 The list of projects in Attachment 1 represents a menu of OMCC eligible projects to select from for completion by December 30, 2020. With the cancellation of further funding under the OMCC Program, the Region will not have sufficient funding to implement all of these projects. At this time, certain projects are planned to advance to construction under the OMCC Program, and those with ongoing design work provide an early indication of which ones should proceed to construction within the Program deadline.

3. Project Implementation Under the OMCC Program

- 3.1 For construction of "standalone" boulevard Multi-Use Paths (MUPs) on Regional roads, (i.e. new paths that are not part of a Regional road widening or reconstruction project), area municipalities will be asked to manage the design and construction of the project (refer to Attachment 1). Regional Works staff will

review and approve the design prior to construction. Once the area municipality tenders the work, Regional staff will reimburse its share of the construction costs, based on the funding formula in the Regional Cycling Plan (RCP), and will contribute towards the design cost.¹

- 3.2 For construction of boulevard multi-use paths that are tied to the widening or reconstruction of a Regional road that is part of the RCP, the above construction funding formula also applies. However, the Region will manage the design and construction of these projects with review/input from the area municipality (refer to Attachment 1).
- 3.3 For construction of on-road cycling facilities on Regional roads that form part of the RCP, the Region will fund 100 per cent of the construction and maintenance costs as per the RCP funding formula.

4. Conclusion and Next Steps

- 4.1 The OMCC Program has been cancelled, but the \$2.2 million that the Region received in March 2018 under the program is secure.
- 4.2 In September, Regional staff will reconvene with area municipal staff to discuss the current status of OMCC Program projects, and to prepare for a future semi-annual update to MTO in the fall. Should OMCC Program funded projects not be completed by December 30, 2020, there is a risk of losing funding as unused funding received through the Transfer Payment Agreement must be returned to MTO. To mitigate this risk, Regional staff have established a municipal working group to manage project implementation, and regularly review and update the project list to ensure that the eligible cycling projects are still feasible for construction by the OMCC deadline.
- 4.3 Regional staff will continue to work internally, and with area municipal staff, to implement the submitted list of OMCC Program projects and will report on any significant updates to Regional Council as required.

¹ The Regional Cycling Plan funding arrangement for boulevard multi-use paths includes the cost of utility relocation, grading, and platform and customized bridge structures as Regional expenses. The cost of the granular base, asphalt, signage markings, other amenities, and path maintenance and repair, is the responsibility of the area municipality. Consultant design costs are also covered by the OMCC Program, and are proposed to be split between the Region and the area municipality based on each municipality's respective share of the above-noted construction costs for the project.

4.4 This report has been prepared with input from the Regional Works and Finance departments.

5. Attachments

Attachment #1: Region of Durham OMCC Program Project List

Attachment #2: Region of Durham OMCC Program Project Map

Attachment #3: Letter from MTO – Cancellation of OMCC Program

Respectfully submitted,

Original signed by

B.E. Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Attachment 1

Region of Durham OMCC Program Project List

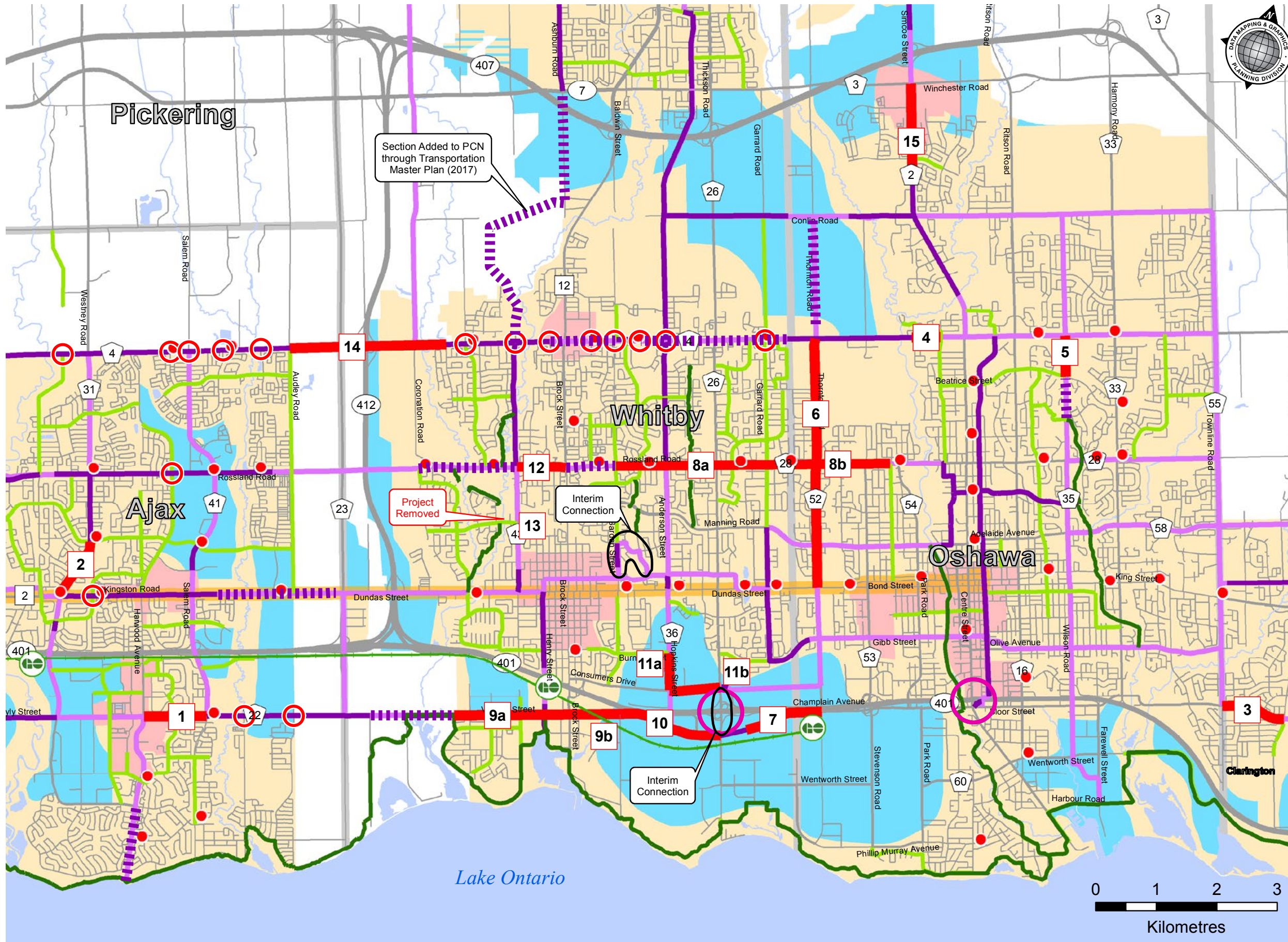
ID #	Area Municipality	Reg. Rd. #	Project Name	Project Extents	Length (km)	"Stand-alone" MUP Project?	Design & Construction Lead	Status Update
1	Ajax	22	Bayly Street MUP	Harwood Ave. to Salem Rd.	1.0	Yes	Ajax	2019 construction planned
2	Ajax	31	Westney Rd MUP	Delaney Dr./Magill Dr. to Kingston Rd.	1.0	Yes	Ajax	
3	Clarington	22	Bloor Street MUP	Townline Rd. to Prestonvale Rd.	1.1	Yes	Clarington	Design in progress; 2018 construction planned
4	Oshawa	4	Taunton Road MUP	Northbrook St. to Somerville St.	0.4	Yes	Oshawa	Design in progress
5	Oshawa	35	Wilson Road MUP	Taunton Rd. to Beatrice St.	0.7	Yes	Oshawa	
6	Oshawa	52	Thornton Road MUP	Taunton Rd. to King St.	4.1	Yes	Oshawa	
7	Oshawa/Whitby	22	Victoria Street MUP	East of Thickson Rd. to Oshawa GO Station	1.3	No (in Capital Road Program)	Region	Design in progress; 2020 construction planned
8a	Whitby	28	Rossland Road MUP	Garden St. to Oshawa/Whitby Boundary	2.9	Yes	Whitby	
8b	Oshawa	28	Rossland Road MUP	Oshawa/Whitby Boundary to Gibbons St.	1.6	Yes	Oshawa	
9a	Whitby	22	Victoria Street MUP	Seaboard Gt. to Brock St.	1.6	Yes	Whitby	Design in progress; 2019 construction planned
9b	Whitby	22	Victoria Street MUP	Brock St. to South Blair St.	1.1	Yes	Whitby	
10	Whitby	22	Victoria Street MUP	South Blair St. to Thickson Rd.	1.8	No (in Capital Road Program)	Region	Design in progress; 2019/2020 construction planned
11a	Whitby	36	Hopkins Street Paved Shoulder Bike Lanes	Burns St. to Consumers Dr.	0.6	No	Region	
11b	Whitby	25	Consumers Drive MUP	Hopkins St. to Thickson Rd.	0.9	Yes	Whitby	

ID #	Area Municipality	Reg. Rd. #	Project Name	Project Extents	Length (km)	“Stand-alone” MUP Project?	Design & Construction Lead	Status Update
12	Whitby	28	Rossland Road MUP	Cochrane St. to Brock St.	0.8	Partially (Brock/ Cochrane int. in Capital Road Program)	Whitby/ Region	2020 construction planned
13	Whitby	43	Cochrane Street Cycling Lanes	Rossland Road to Ferguson Street	1.7	Yes	Region	Project removed (const. delayed to 2021; beyond OMCC program)
14	Whitby/ Ajax	4	Taunton Road MUP and Paved Shoulder Bike Lanes	Audley Rd. to Baycliffe Dr.	2.6	Yes	Whitby/Ajax/ MTO	Project added; design in progress
15	Oshawa	2	Simcoe Street MUP	Winchester Rd. to Northern Dancer Dr.	1.5	No (in Capital Road Program)	Region	Project added; design in progress; 2019/ 2020 construction planned
16	Region	n/a	Bike Racks at DRT Bus Stops	80 Locations Proposed	n/a	n/a	Region (DRT)	Project added
17	Region	n/a	Cycling Priority Treatments at Signalized Intersections	17 Locations Proposed	n/a	n/a	Region	Project added

Notes:

- 1) MUP = Multi-Use Path (on boulevard within Regional right-of-way)
- 2) Project #14 (Taunton Road – Audley Road to Baycliffe Drive) is estimated to have approximately 0.6 km of paved shoulder bike lanes and 2.0 km of boulevard MUP, but is subject to recommended design work in progress.

Ontario Municipal Commuter Cycling (OMCC) Program: Submitted Projects, Existing Network and Key Destinations

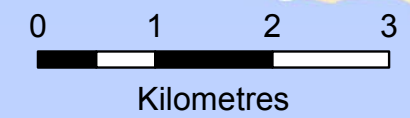


Legend

- Submitted OMCC Projects**
 - 10 Cycling Facility (and Project #)
 - Bike Racks at DRT Bus Stop (Project #16)
 - Cycling Priority Treatment Intersection (Project #17)
- Regional Cycling Plan's Primary Cycling Network (PCN)**
 - Existing PCN (as of Oct. 2016)
 - - - Planned PCN
 - ⋯ PCN Recently Completed or Under Construction
 - Provision for Cycling Facilities to be Considered with Future MTO Interchange/Bridge Projects
- Other Existing Cycling Facilities**
 - Municipal Cycling Network
 - Regional Trail Network (Multi-use Path)
- Key Commuter Cyclist Destinations**
 - Regional Centre
 - Employment Area
 - Other Urban Area
 - GO Rail
 - GO Station
 - Durham Region Transit PULSE Bus Route

The Regional Municipality of Durham
 Planning and Economic Development Dept.
 Planning Division
 August 2018

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



Ministry of
Transportation

Ministère des
Transports



Transportation Policy Branch
777 Bay Street, 30th Floor
Toronto, Ontario
M7A 2J8
Tel: 416 585-7628
Fax: 416 585-7204

Direction des politiques du transport
777, rue Bay, 30^e étage
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July 4, 2018

Dear valued stakeholder,

Ontario has cancelled the cap and trade program. Given that the Ontario Municipal Commuter Cycling (OMCC) program is funded through cap and trade proceeds, this program is now cancelled and no further funding will be issued.

Although no further funding will be issued under this program, you may continue to use any OMCC funding that was received prior to March 31, 2018 to implement the commuter cycling projects identified in your Transfer Payment Agreement.

Please note that all of the terms and conditions laid out in the Agreement remain in effect, including the requirement to complete all OMCC-funded projects by December 30, 2020, and to provide annual financial reports, usage reports, implementation reports, and a final report in the manner prescribed in the Agreement.

We would like to take this opportunity to thank you for participating in the OMCC program. We look forward to working with you as you continue to implement the commuter cycling projects that are being supported by this program.

Sincerely,

A handwritten signature in black ink, appearing to read "Krista Adams".

Krista Adams
Director (A)
Transportation Policy Branch

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 3540.



The Regional Municipality of Durham Information Report

From: Commissioner of Works
Report: [#2018-INFO-127](#)
Date: August 31, 2018

Subject:

Single Use Plastics

Recommendation:

Receive for information.

Report:

1. Purpose

1.1 This report provides an update on actions taken in Canada regarding single use plastics and implications for actions specific to the Regional Municipality of Durham (Region).

2. Background

2.1 At its meeting of May 9, 2018, Regional Council supported a motion for Regional staff to report back to the Committee of the Whole on the legal and practical implications of banning certain single-use plastics.

2.2 Staff has previously reported on other aspects of single use plastics. In 2013, Regional Council received Report #2013-WR-10 which concluded that, similar to the threatened legal action against the City of Toronto, the Region would likely face a legal challenge if it imposed non-voluntary measures on retailers to ban or charge for single use plastic bags. In 2007, Regional Council received Report #2007-WR-14 outlining the Region's participation with local retailers to launch a retailer take-back program for single use plastic bags. This program is still in place today. Participating retailers are listed on the Region's website.

3. Discussion

3.1 Single use plastics include plastic bags, plastic water bottles, cups and other drink containers, cup lids, drinking straws, stir sticks, cutlery, plates and fast food take-out containers.

- 3.2 Even with advanced recycling systems, Canada only captures 11 percent of plastic for recycling leaving the rest for disposal. Improper disposal of plastics can result in contamination of waterways. Plastics can end up in the lakes and rivers from storm water runoff through rivers or streams, or litter blown directly into the waterways.
- 3.3 International efforts to curb plastic waste include the Ocean Plastics Charter (Charter) that was launched at the G7 Leaders' Summit in Quebec in June and signed by five of the G7 countries.
- 3.4 In support of the Charter, Canada has initiated consultation on a National Zero Plastics Waste Strategy. The federal government is seeking input from all Canadians regarding issues related to plastic waste and marine litter and how to achieve zero plastic waste. Through its involvement in the Regional Public Works Commissioners of Ontario Solid Waste Sub-Committee, the Region participated in the consultation in support of a national extended producer responsibility program for plastics. (See Attachment #1).
- 3.5 Also, the Canadian Council of Ministers of the Environment (CCME) has launched a consultation on a Draft Framework for Zero Plastic Waste. The focus of the CCME consultation is developing a circular economy for plastics to create a demand for plastic packaging to be collected and reused. A CCME identified action area to support a circular economy is government initiatives to minimize single-use plastics.
- 3.6 Both of these federal initiatives work toward a national strategy to address plastic use and capture for recycling and to minimize single use plastics.
- 3.7 In Ontario, the 2016 Waste-Free Ontario Act was intended to move the province toward a full extended producer responsibility program for all paper and packaging. Future regulations under the Act will also drive circular economy actions for plastic packaging.
- 3.8 The nation-wide and provincial initiatives to reduce plastic waste will be a more effective and well-received approach than individual city or municipal actions given the global scale of business in 2018. A national and provincial approach will also ensure accommodations are in place for people with disabilities who may rely on single use plastics such as drinking straws. The Region should support these initiatives.
- 3.9 The Region will continue to promote recycling of plastics in the residential blue box program and plastic bag return to retail programs. The Region could also consider encouraging residents to seek out and use alternatives to plastics on a voluntary basis.

4. Conclusion

- 4.1 Reducing the prevalence of single use plastics in the environment has gained global attention in 2018 leading many national governments to initiate efforts to reduce the use of single use plastics and increase the capture of plastics for recycling. The Government of Canada has identified plastic waste as a priority issue and is actively consulting on actions.
- 4.2 Rather than take a piece-meal approach that could be challenged legally, the Region will continue to support federal and provincial efforts to develop policies and action plans to curb the use of single-use plastics in Canada and increase the capture and recycling of all plastics in Canada.

5. Attachments

Attachment #1: Letter dated June 19, 2018 providing input on a National Zero Plastic Waste Strategy for Canada

Respectfully submitted,

Original signed by:

S. Siopis, P.Eng.
Commissioner of Works



Sent via email: ec.plastiques-plastics.ec@canada.ca

June 19, 2018

Plastics Consultation
Environment and Climate Change Canada
351 St. Joseph Blvd., Place Vincent Massey, 9-064
Gatineau, QC K1A 0H3

To Whom It May Concern,

Thank you for the opportunity to provide input on a National Zero Plastic Waste Strategy for Canada. We are pleased to support your efforts on this comprehensive federal-provincial-territorial approach to keep plastic within the economy and out of disposal and the environment. We applaud your leadership on this issue in Canada and on the international stage.

We are writing to you on behalf of the Municipal Resource Recovery & Research Collaborative (M3RC). M3RC is comprised of representatives from:

- Association of Municipalities of Ontario (AMO),
- City of Toronto,
- Regional Public Works Commissioners of Ontario (RPWCO), and
- Municipal Waste Association (MWA).

The purpose of M3RC is to develop and promote policies and programs on behalf of all municipalities in Ontario to support the transition to a circular economy. We understand the importance of this transition to protect our environment and support economic growth. M3RC does not usurp or replace the autonomy of individual municipalities, but provides advice and recommendations to staff and municipal councils for consideration and action.

Ontario's Municipal Waste Diversion Programs:

A common focus of all of our organizations is the establishment and effective operation of programs to reduce waste generation and ensure materials (products, packaging and organics) are recaptured at the end-of-life and reutilized. Municipal governments understand both the economic and environmental opportunities associated with driving Ontario towards a circular economy. One of the most significant challenges that we face today is the recycling of plastic and plastic composite products and packaging. We continue to see exponential growth in plastic materials, many of which do not have viable end markets and which often displace recyclable paper, metal and glass packaging that have long been the backbone of the internationally renowned Ontario municipal Blue Box recycling system.

Even with one of the best waste collection and management systems in the world, Canada only recycles 11%¹ of its plastic waste, leaving almost 90% sent to disposal and in some cases reaching our lakes, rivers and ocean basins.² This is a critical problem for Ontario and indeed for the country as a whole. Your government is uniquely positioned to set Canada on a path to sustainable use of plastics and to set an inspiring example for other countries which face the very same challenges.

A Solution is Available - Producer Responsibility:

The producers of plastics products and packaging (commonly the brand holder or the first importer into Canada) exert the greatest influence on product design and material selection. The critical mechanism for establishing a circular economy for plastics is regulating full producer responsibility for products and packaging distributed in Canada. International experience has demonstrated a clear linkage between making producers responsible for recovering and managing their used products and creating the necessary market conditions to reduce pollution of the environment and to return valuable resources to the economy.³ We are asking your support for wider implementation of producer policies and regulations to address growing public demand for more effective management of plastics and other product and packaging materials.

The Rationale for Action:

There are a number of key factors at play that illustrate the need for producers to take the lead responsibility to address pollution from plastics and other materials as we move to a circular economy:

1. More Complex Packaging Stream with Less Value

Plastics use has increased 620% over the last 40 years, resulting in 8.3 billion metric tonnes produced globally.⁴ This significant shift to plastics from other traditional packaging materials has meant substantial cost increases to Canadian municipalities who are forced to pay for the costs of properly managing these materials. The rapid growth of difficult to recycle plastic packaging specifically has led to a \$33 million cost premium to the Ontario Blue Box system compared to the traditional packaging materials and has reduced the value of other recycled commodities. While many new plastic packaging types such as laminates may have other appealing attributes, they

¹ Includes both residential and IC&I sources.

² Jambeck, Jenna. "Identifying Our Main Challenges." Lecture, Informing Canada's G7 Presidency – A Workshop on Global Marine Plastics Solutions, Ottawa, Ontario, Canada, April 25, 2018.

³ OECD, *Extended Producer Responsibility: Updated Guidance for Efficient Waste Management*, 2016. Available at <http://www.oecd.org/development/extended-producer-responsibility-9789264256385-en.htm>.

⁴ Jambeck, Jenna. "Identifying Our Main Challenges." Lecture, Informing Canada's G7 Presidency – A Workshop on Global Marine Plastics Solutions, Ottawa, Ontario, Canada, April 25, 2018.

do not have commercially viable end recycling markets and end up either as pollution in the environment or in over-burdened disposal sites.

2. More Waste Products and Packaging Leaking into Our Environment

Increasing amounts of plastic waste products and packaging are ending up in our oceans, lakes, rivers and other bodies of water and pose a dire threat to sensitive ecosystems, wildlife, communities, and individuals. This is a growing public health and safety issue as well as an environmental concern. It is of particular concern to municipal governments who are forced to deal with plastics at the “end of the pipe” as litter, in the waste stream, through recycling programs, or at wastewater treatment facilities. Recent studies estimate 8 million tonnes of plastics are ending up in our oceans annually.⁵ An additional 10,000 tonnes per year is estimated to be entering the Great Lakes.⁶ This has profound impacts on marine mammals, fish and birds. In addition, microplastics are increasingly being found in our drinking water with uncertain health impacts.

3. Weak End Markets

The problem with current commodity markets is it is often cheaper to purchase virgin materials than recycled materials. This is especially relevant for plastics which are the fastest growing component of the waste stream. The external costs associated with extracting new resources or properly managing these materials at end of life are currently not taken into account. As a result, a vicious cycle is created whereby more and more virgin materials are used to make products or packaging that end up in our environment and the economics to properly manage them are not there. Commodity markets for recycled materials are exceptionally weak currently. This is putting substantial financial pressure on municipal governments and increasing system costs while they have no ability to affect the necessary change.

4. A Level Playing Field Needed for Brand Holders

Some large brand holders are demonstrating leadership in promoting responsible stewardship of their products and packaging, however many others are not. This produces an unlevel playing field on which these companies compete. Some producers improperly label and advertise about the recyclability and compostability of their products, which undermines the legitimate efforts being made by other companies. These products add unnecessary costs to municipal recycling programs and can degrade the value of recovered materials that have been designed for

⁵ J. R. Jambeck et al., *Plastic waste inputs from land into the ocean* (Science, 13 February 2015).

⁶ M. J. Hoffman and E. Hittinger, *Inventory and transport of plastic debris in the Laurentian Great Lakes* (Marine Pollution Bulletin, Vol 115, 15 February 2017).

recycling. This practice also confuses consumers and erodes citizen confidence that the efforts that they have put into separating materials for recycling is helping to protect the environment. The Competition Bureau did release guidance on environmental claims on recycling.⁷ The guide notes that to claim recyclability there needs to be accessible collection systems and facilities to process the materials and a market to reutilize them. However, this guidance does not appear to be having its intended impact. Perhaps regulation should be considered to ensure compliance.

5. Lack of Disposal Capacity

The capacity to dispose of wastes in Ontario is shrinking. A 2010 Ontario Auditor General's report stated that one in five municipalities surveyed stated that they had insufficient disposal capacity to meet their community's needs. Similar concerns are also being raised in the United States.⁸ Ensuring more of these materials are reutilized will help to reduce the need for new disposal sites.

6. Municipalities cannot drive systematic change in product design

Municipalities do not have the ability to influence the design of products and packaging nor the material they are made of. These are decisions made solely by producers. Municipalities, however, are forced to plan, manage, operate and help fund the collection and management of the products and packaging that producers choose to sell, usually without any prior consultation or coordination.

National Zero Plastic Waste Strategy

The key components of a national zero plastic waste strategy developed in partnership with provinces, territories, municipal governments, and Indigenous peoples, would include the following:

1. A focus on making producers fiscally responsible to manage their products and packaging at their end-of-life. Jurisdictions around the world are introducing policies and regulations to require all producers to take full responsibility for the end-of-life management of the products and packaging they introduce into the market. Ontario, through the *Resource Recovery and Circular Economy Act, 2016* is a leading example of this trend. Many elements of this legislation are relevant to all regions of Canada.

⁷ Canadian Standards Association, *Environmental claims: A guide for industry and advertisers*, 2008. Available at [http://www.competitionbureau.gc.ca/eic/site/cb-bc.nsf/vwapj/guide-for-industry-and-advertisers-en.pdf/\\$FILE/guide-for-industry-and-advertisers-en.pdf](http://www.competitionbureau.gc.ca/eic/site/cb-bc.nsf/vwapj/guide-for-industry-and-advertisers-en.pdf/$FILE/guide-for-industry-and-advertisers-en.pdf).

⁸ Waste Dive, *US landfill capacity to drop 15% over next 5 years*, May 8, 2018. Available at <https://www.wastedive.com/news/us-landfill-capacity-decrease-SWEEP/523027/>.

2. Establishment of consistent national definitions (e.g. circular economy, resource recovery, recycling), performance standards, and measurement protocols including auditing to gauge progress towards zero plastic waste.
3. Targeted action on reducing single use plastic products and packaging (which could include bans, fees, or recycled content requirements).
4. Targeted action on eliminating the use of problematic types of plastics and plastic additives.
5. Set national mandatory targets that are at a minimum matching those that leading producers have already agreed to⁹: By 2025, Canada should transform the plastic packaging sector by meeting four targets:
 - a. Along with reduction efforts, all plastic packaging should be reusable or recyclable.
 - b. A 70% target for all plastic packaging to be effectively reused or recycled.
 - c. Take actions to eliminate problematic or unnecessary single-use packaging items through redesign, innovation or alternative (reuse) delivery models.
 - d. A target of 50% average recycled content across all plastic packaging.

Note it is not enough to confirm that there are municipal or industry collection systems where the product is sold in order to make a claim of "recyclable" or "compostable." There must also be facilities to process the collected materials and reuse them as an input to another product that can be marketed and used. However, these cannot be an expectation that municipal processing facilities will upgrade for new materials and packaging coming into the marketplace. This is in line with the Canadian Standards Association's Environmental claims: A guide for industry and advertisers, 2008.

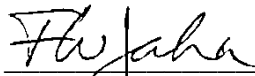
6. Support for recyclable commodity markets by incenting the use of secondary materials over virgin material through tax incentives and procurement practices.
7. Public procurement requirements for zero waste plastic products and leasing goods instead of purchases, to spur the transition to a circular economy.
8. Establish permanent, dedicated, and annual adequate funding for cleanup of products and packaging that do not have a responsible producer; community led projects to clean up plastics and debris on shores, banks, beaches and other aquatic peripheries that do not take away from the goals of producer responsibility; and education and outreach campaigns on the root causes and

⁹ Information on the Plastic Pact can be found at <http://www.wrap.org.uk/content/the-uk-plastics-pact>.

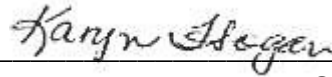
negative environmental effects of waste products and packaging in and around all bodies of water.

We look forward to continuing to work with the Federal Government on how to ensure that plastics remain in circulation within the economy and out of disposal sites and the environment. We would be happy to assist with discussions on development of a national producer responsibility framework. We encourage you to take bold actions to meet this challenge and to set an international example for other countries to follow.

Sincerely,



Fred W. Jahn, P.Eng
Chair, Regional Public Works
Commissioner of Ontario



Karyn Hogan, BA, MLIS, MA
Chair, Municipal Waste Association



Jim McKay
General Manager,
Solid Waste Management Services
City of Toronto



Monika Turner
Director of Policy
Association of Municipalities of Ontario

cc: Stephen Lucas, Deputy Minister, Environment and Climate Change Canada
Jim Whitestone, Assistant Deputy Minister, Ontario Ministry of Environment and Climate Change
Michael Goeres, Executive Director, Canadian Council of Ministers of the Environment
Matt Gemmel, Acting Manager, Federation of Canadian Municipalities



The Regional Municipality of Durham Information Report

From: Commissioner of Planning and Economic Development
Report: [#2018-INFO-128](#)
Date: August 31, 2018

Subject:

Toronto Region - Cost Competitive Business Environment by Sector

Recommendation:

Receive for information

Report:

1. Purpose

1.1 The purpose of this report is to forward information from Toronto Global regarding the cost competitive business environment of the Toronto Region as it relates to the following sectors:

- Software Development;
- Food and Beverage Manufacturing;
- Medical Devices Manufacturing;
- Bio-Pharma Manufacturing; and
- Bio-Informatics R&D Centres.

1.2 Toronto Global's information also includes the cost competitiveness of the Toronto Region for employee benefit costs; tax rates; income tax credits and grants; and currency exchange.

2. Background

- 2.1 At the January 10, 2018 Committee of the Whole meeting, staff were asked to obtain information from Toronto Global regarding the cost competitiveness of the Toronto Region within North America. Of particular note was healthcare costs.
- 2.2 A cost-competitive environment is key to attracting investment and jobs to a municipality. In Canada, the federal and provincial governments have been working to implement policies that ensure the cost of doing business in Canada, Ontario and the Toronto Region, remains competitive.
- 2.3 The Toronto Region Cost Competitive Business Environment Report prepared by Toronto Global dated August 2018 (see Attachment 1), compares operating costs - including labour, facility and utility costs - to comparable jurisdictions in the United States¹, related to five business case scenarios: i) a 100-person software development facility; ii) a 200-person food and beverage manufacturing facility; iii) a 150-person medical devices manufacturing facility; iv) a 350-person bio-pharma manufacturing facility; and v) an 18-person bio-infomatics research and development centre.
- 2.4 The Toronto Global report also highlights the Toronto Region's advantage across other key business cost factors, including employee benefit costs, taxes and exchange rate.

3. Conclusion

- 3.1 The Toronto Global report concludes that the Toronto Region has the lowest operating costs for software development; bio-pharma manufacturing; and bio-infomatics when compared to major cities in the U.S. Food and beverage manufacturing ranks third lowest. Medical Devices Manufacturing ranks best for quality, with an overall top ranking based on a cost-to-quality ratio.
- 3.2 For all five sectors, Toronto Region was ranked as having the lowest labour costs.
- 3.3 As noted in the report, employee benefits costs, tax rates, income tax credit and grants for Canada and Ontario all remain competitive. The currency exchange rate is favourable for increased purchasing power, related to assets purchased in

1. The comparators used by Toronto Global were: Indianapolis, Indiana; Columbus, Ohio; Nashville, Tennessee; Atlanta, Georgia; Miami, Florida; Pittsburgh, Pennsylvania; Raleigh-Durham, North Carolina; Dallas, Texas; Philadelphia, Pennsylvania; Chicago, Illinois; Los Angeles, California; Denver, Colorado; Austin, Texas; Boston, Massachusetts; New York, New York; Washington, D.C.; San Francisco, California; San Diego, California.

Canada versus those in the United States.

- 3.4 Overall, the Toronto Region is a highly competitive business environment for attracting investment and jobs, enhancing Durham Region's value proposition as the right place to invest for a bright future.

4. Attachments

Attachment #1: Toronto Region - Cost Competitive Business Environment Report, August 2018

Respectfully submitted,

Original signed by

B.E. Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

YOUR REGION FOR BUSINESS

Toronto Region
Cost Competitiveness

August 2018



A COST COMPETITIVE BUSINESS ENVIRONMENT

A cost-competitive environment is a key element for achieving ambitious international growth plans.

In Canada, the federal and provincial governments have been working hand in glove over the last decade to implement policies that ensure the cost of doing business in the Toronto Region remains a competitive advantage.

As a result, the Toronto Region benefits from significant structural advantages that makes it more cost-effective to operate here than most other jurisdictions of a similar size and scale.

The impact of publicly funded maternity and parental leave, free prescription drugs for youth under the age of 25 and, most notably, universal public healthcare, on reducing the costs of employee benefits packages is far from insignificant.

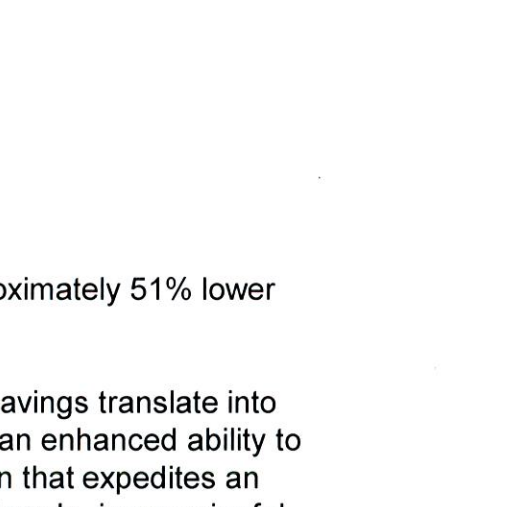
Private health insurance costs, paid time off, and other discretionary benefits (including employer-sponsored retirement

savings) are approximately 51% lower than in the U.S.

Operational cost savings translate into higher profits and an enhanced ability to invest in innovation that expedites an ability to grow and scale in meaningful ways.

This report compares operating costs – including labour, facility and utility costs – to comparable jurisdictions in the United States for five business case scenarios: (1) a 100 person Software Development Facility, (2) a 200 person Food and Beverage Manufacturing Facility, (3) a 150 person Medical Devices Manufacturing Facility, (4) a 350 person Bio-Pharma Manufacturing Facility and a (5) 18 person Bio-Infomatics Research and Development Centre.

It also highlights the Toronto Region advantage across other key business costs factors including employee benefit costs, taxes and exchange rate.



Nicole Verkindt is the founder of OMX, a global platform that manages and tracks infrastructure projects related to procurement. Having grown up in her family's manufacturing business with factories in both Canada and the US, she speaks to the advantages of setting up a business here, where companies don't have to worry about healthcare.

“It was amazing how cost effective it was to have our staff in Canada as opposed to the US, because health care was covered. But in our US factories, we were racking up health care bills.”

-Nicole Verkindt, Founder, OMX

OPERATING COSTS: SOFTWARE DEVELOPMENT CENTRE

The annual operating benchmarking cost results for a 100 person software development centre are based on the primary inputs of **Labour costs** and **Property costs** as per the profile to the right.

Of the comparator jurisdictions, the **Toronto Region** has the **lowest** operating costs at **\$7.88 m** per annum - **25% lower** than the average of \$10.46 m per annum. It ranks **#1** for labour costs and **#8** for property costs.

PROFILE SOFTWARE DEVELOPMENT CENTRE

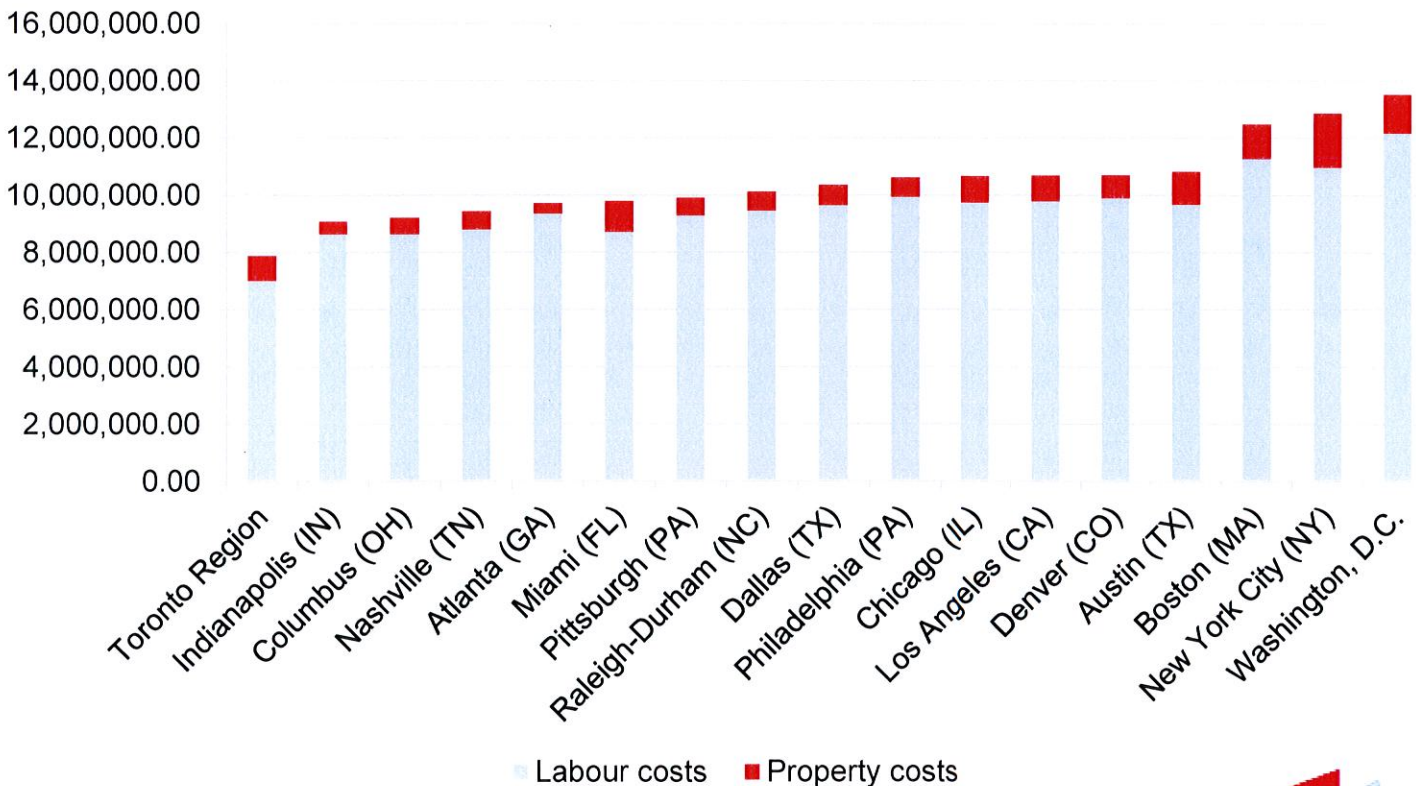
LABOUR

Headcount Total:	100
Computer Operator	28
Programmer	25
Software Development Engineer	14
Sr. Software Development Engineer	8
Senior Programmer	6
Technology Engineering Specialist	6
Web Developer	5
Senior Web Developer	3
R&D Team Leader	2
Secretary	2
Business Unit Manager	1

PROPERTY

Office Space (sqft)	21, 528
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OPERATING COST COMPARISON

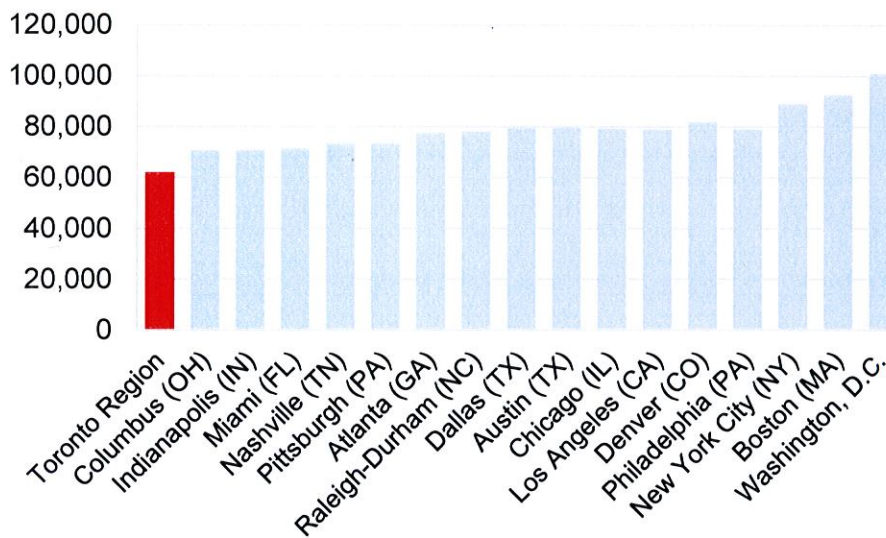


OPERATING COSTS: SOFTWARE DEVELOPMENT CENTRE - Labour

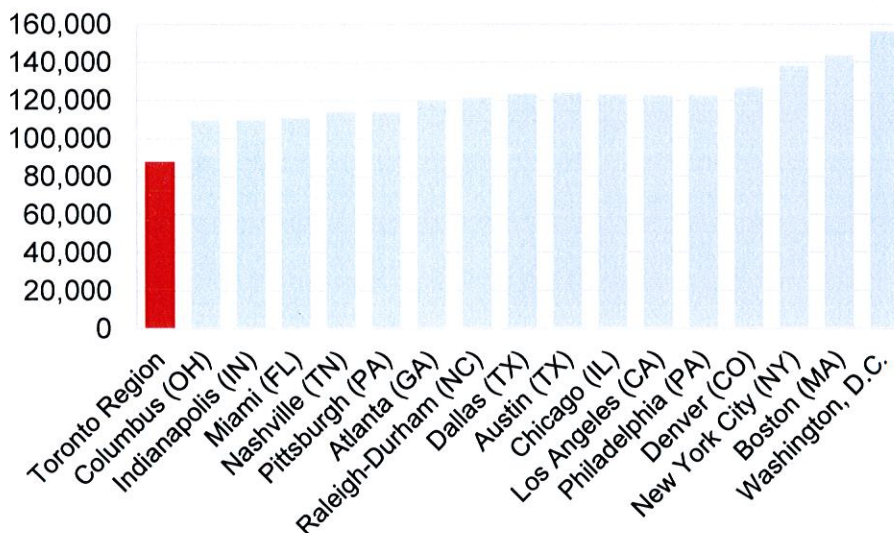
Toronto Region has the lowest total labour costs for a 100 person software development centre amongst comparable North American tech centres. Of the comparator jurisdictions, labour costs in the Toronto Region are 27% lower than the average.

Salaries for each position identified in the sector profile are the lowest amongst this comparator set by a considerable margin. But lower salaries do not mean lower quality. Toronto Region ranks 1st in Cost and 2nd in Quality giving it an overall rank of 1st based on the Cost to Quality ratio.

Programmer Salary, USD



Senior Software Engineer Salary, USD



OPERATING COSTS: FOOD & BEVERAGE MANUFACTURING FACILITY

The annual operating benchmarking cost results a 200 person Food & Beverages Manufacturing Facility are based on the primary inputs of **Labour costs**, **Property costs** and **Utility costs** as per the profile to the right.

Of all comparator jurisdictions, the **Toronto Region** has the 3rd lowest overall operating costs at **\$12.11 m** per annum - **12% lower** than the average of \$13.69 m per annum. It has the **lowest labour costs** and 4th lowest utility costs.

PROFILE FOOD & BEVERAGE MANUFACTURING FACILITY

LABOUR

Headcount Total:	200
Production Operator (Unskilled)	100
Production Operator (Skilled)	70
Production Operator (Highly Skilled)	16
Quality Control Specialist	6
Secretary	3
Facilities/Office Services Specialist	3
Head of Manufacturing	1
Production Manager	1
Quality Control Manager	1

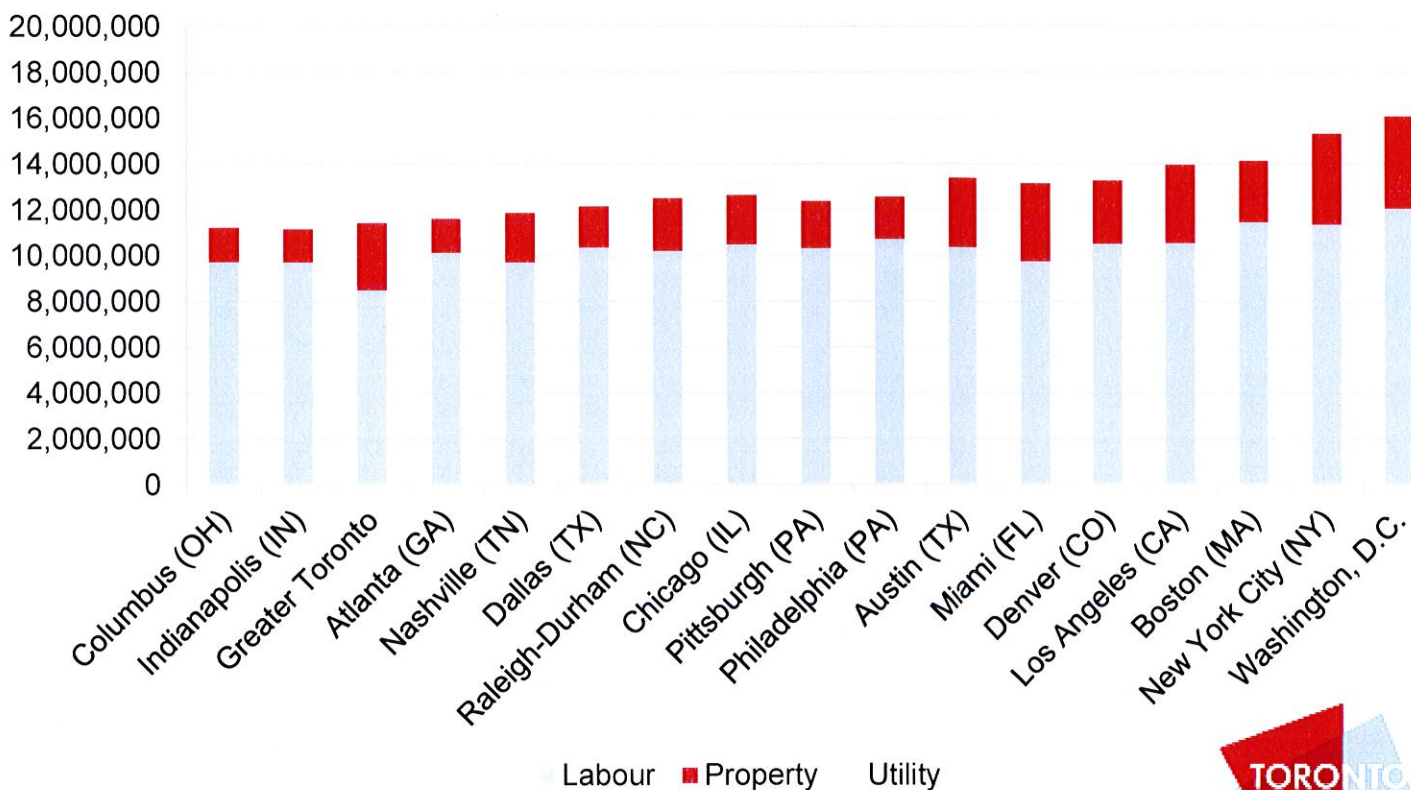
PROPERTY

Industrial Space (sqft)	355,209
Office Space (sqft)	10,764

UTILITIES

Electricity	48,000 kwh
Industrial Gas	1,800,000 m ³
Water	170,000 m ³

OPERATING COST COMPARISON

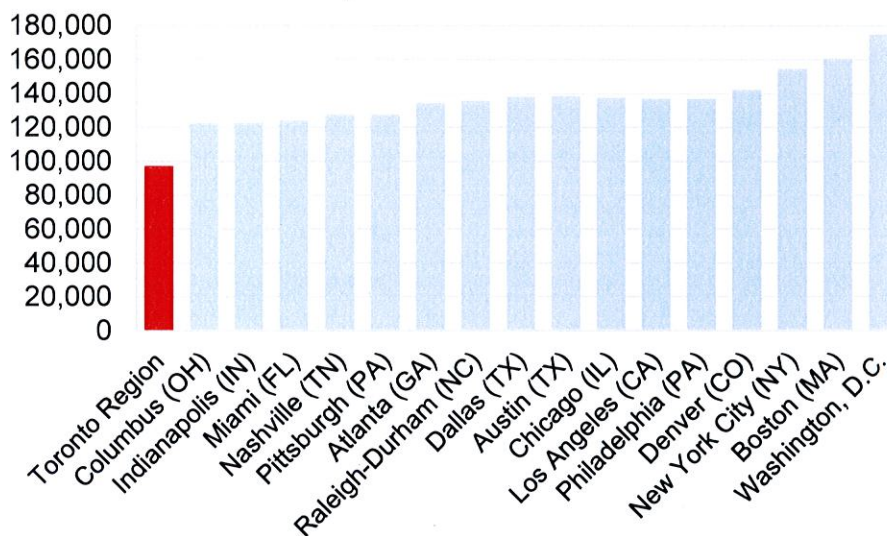


OPERATING COSTS: FOOD & BEVERAGE MANUFACTURING FACILITY - *Labour*

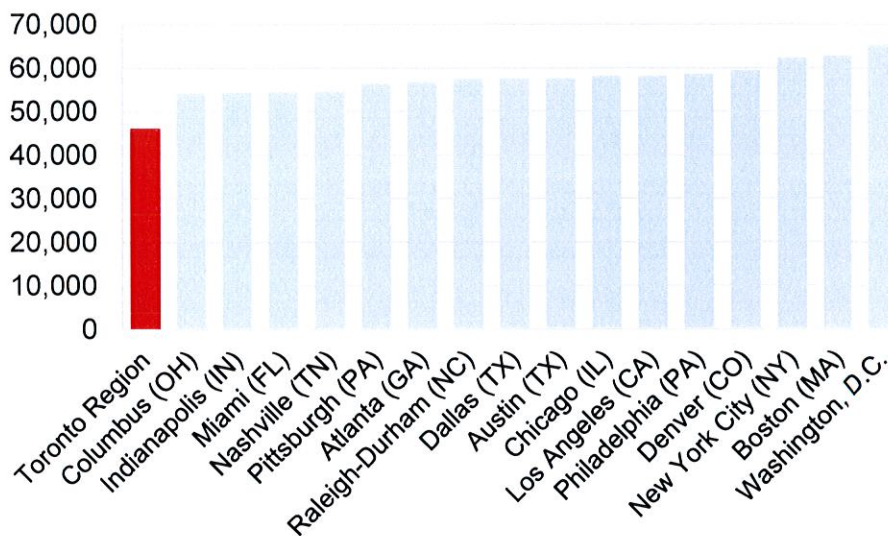
Toronto Region has the **lowest** total labour costs for a 200 person Food and Beverage Manufacturing Facility amongst comparable North American cities. Of the comparator jurisdictions, labour costs in the Toronto Region are 19% lower than the average.

Salaries in the Toronto Region are the lowest for each of the 9 positions identified in the sector profile. However, lower costs does not equate with lower quality. The Toronto Region ranks 2nd in Quality and 3rd in Cost giving it an overall rank of 1st in this study based on the Cost to Quality ratio.

Head of Manufacturing Salary, USD



Production Operator (Skilled) Salary, USD



OPERATING COSTS: MEDICAL DEVICES MANUFACTURING FACILITY

The annual operating benchmarking cost results for a 150 person Medical Devices Manufacturing Facility are based on the primary inputs of **Labour costs**, **Property costs** and **Utility costs** as per the profile to the right. This industry profile includes companies that manufacture medical equipment and supplies, including surgical and medical instruments, dental equipment, and surgical appliances

The **Toronto Region** ranks best for quality with operating costs lower than other major Life Sciences centres like Boston, Los Angeles and San Diego at **\$11.91 m per annum - 11% lower** than the average of \$13.33 m per annum. It has the **lowest labour costs** and 3rd lowest utility costs.

PROFILE MEDICAL DEVICES MANUFACTURING FACILITY

LABOUR

Headcount Total:	150
Production Operator (Unskilled)	70
Production Operator (Skilled)	35
Production Operator (Highly Skilled)	10
Engineer	15
Quality Control Specialist	8
Secretary	4
Warehouse and Distribution Operative	4
Head of Manufacturing	1
Production Manager	1
Quality Control Manager	2

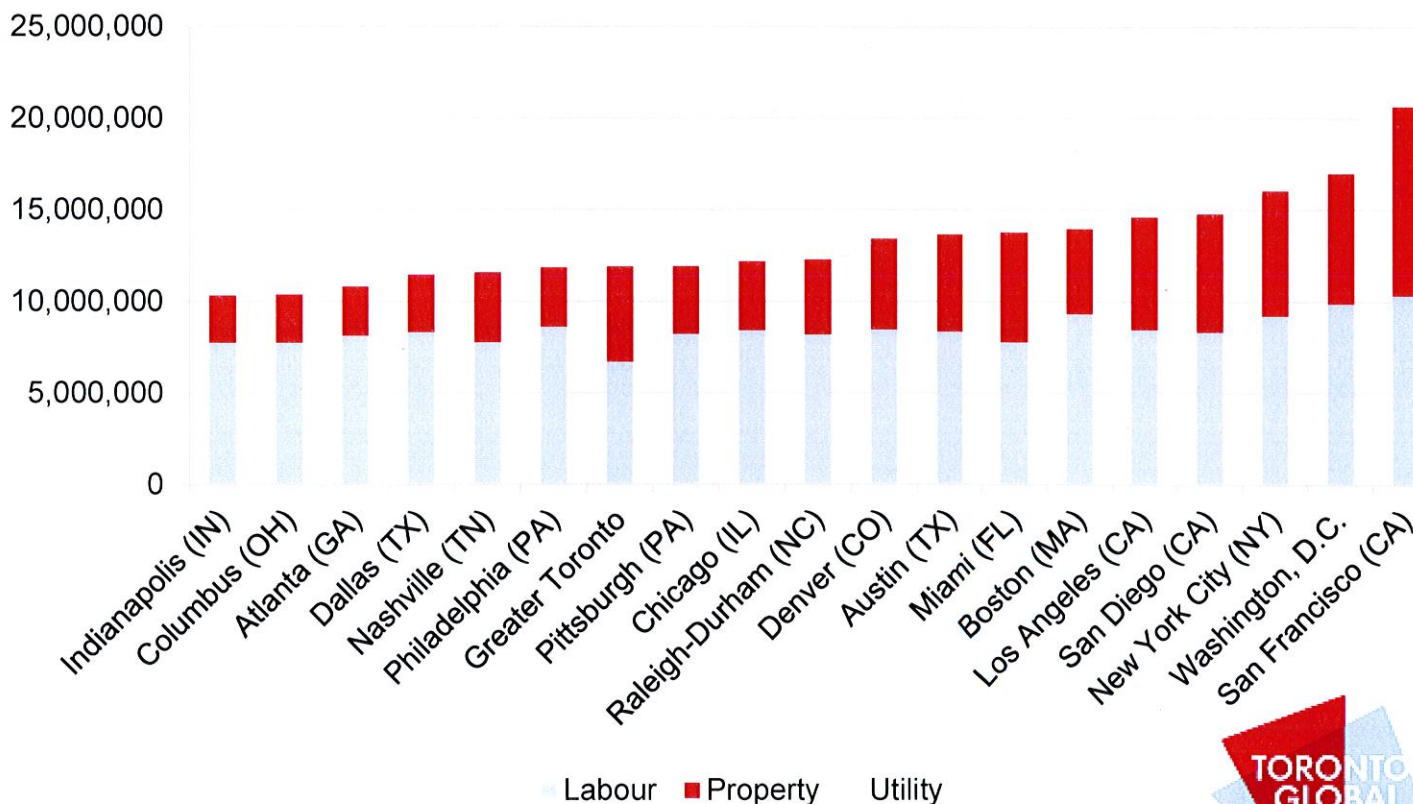
PROPERTY

Industrial Space (sqft)	668,977
Office Space (sqft)	12, 917

UTILITIES

Electricity	38,400 kwh
Industrial Gas	54,480 m ³

OPERATING COST COMPARISON



Source: fDi Benchmarks; accessed May 2018

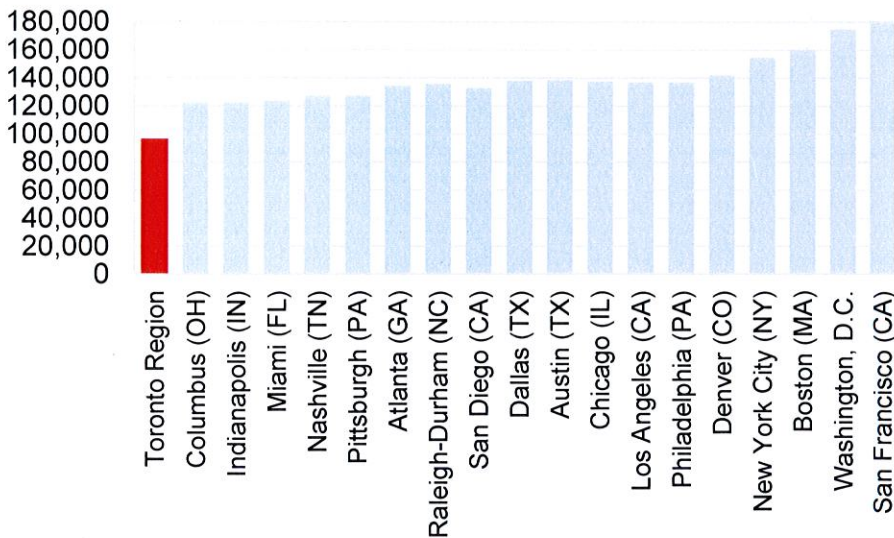


OPERATING COSTS: MEDICAL DEVICES MANUFACTURING FACILITY - Labour

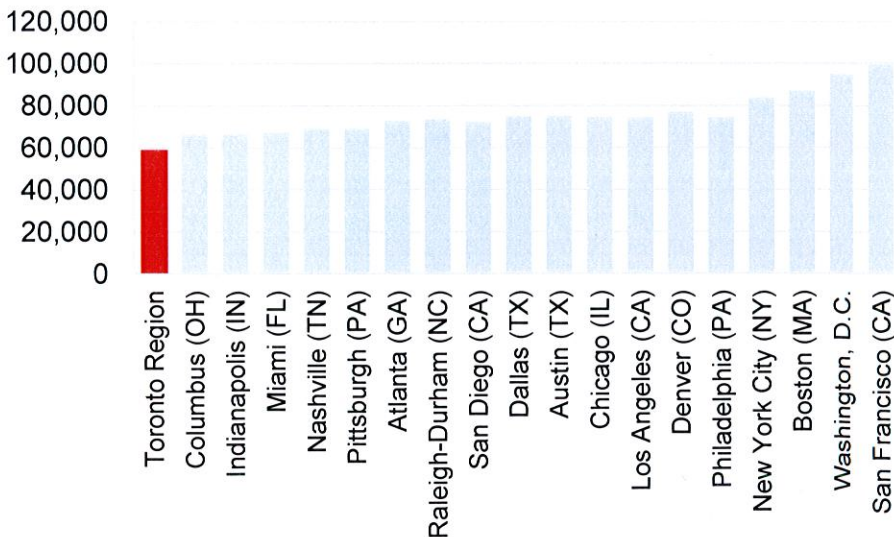
Toronto Region has the lowest total labour costs for a 150 person Medical Devices Manufacturing Facility amongst comparable North American cities. Of the comparator jurisdictions, labour costs in the Toronto Region are 21% lower than the average.

Salaries in the Toronto Region are the lowest for each of the positions identified in the sector profile. However, lower costs does not equate with lower quality. The Toronto Region ranks best for quality and 7th in cost giving it an overall rank of 1st in this study based on the Cost to Quality ratio.

Head of Manufacturing Salary, USD



Engineer Salary, USD



OPERATING COSTS: BIO-PHARMA MANUFACTURING FACILITY

The annual operating benchmarking cost results for a 350 person Bio-Pharma Manufacturing Facility are based on the primary inputs of **Labour costs**, **Property costs** and **Utility costs** as per the profile to the right. This industry profile includes companies that are typically using genomics and proteomics; effectively transforming proteins and genes into drugs.

The **Toronto Region** ranks best for quality and has the lowest operating costs among other major Life Sciences centres at **\$26.29 m** per annum - **15% lower** than the average of \$30.89 m per annum.

PROFILE BIO-PHARMA MANUFACTURING FACILITY

LABOUR

Headcount Total:	350
Production Operator (Skilled)	103
Laboratory Specialist	70
Scientist	55
Production Operator (Highly Skilled)	40
Production Operator (Unskilled)	25
Laboratory Technician	15
R&D Team Leader	12
Head of Research and Development	10
Quality Control Specialist	8
Secretary	7
Facilities/Office Services Specialist	2
Head of Manufacturing	1
Production Manager	1
Quality Control Manager	1

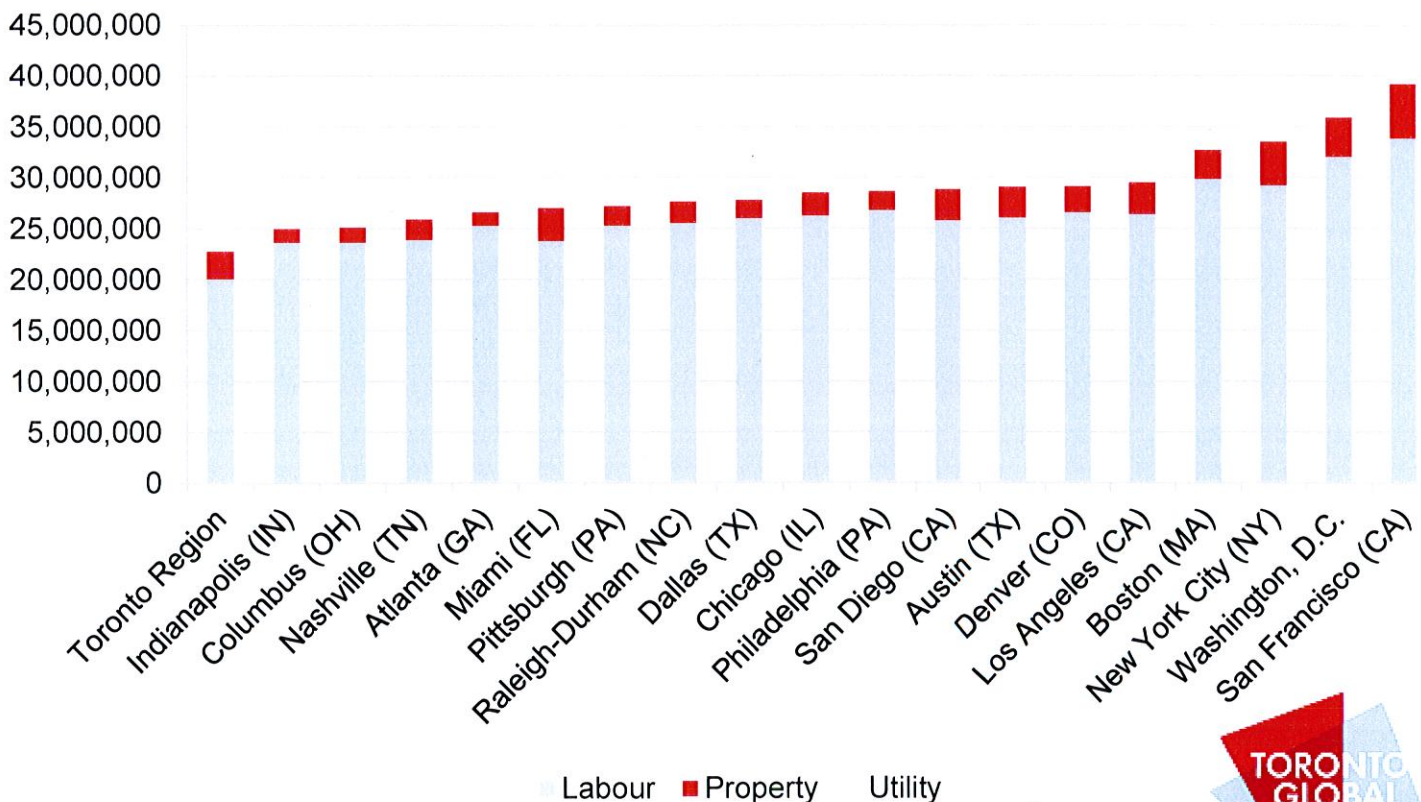
PROPERTY

Industrial Space (sqft)	247,570
Office Space (sqft)	24,757

UTILITIES

Electricity	621,000 kwh
Industrial Gas	40,000 m ³
Water	1,300,000 m ³

OPERATING COST COMPARISON

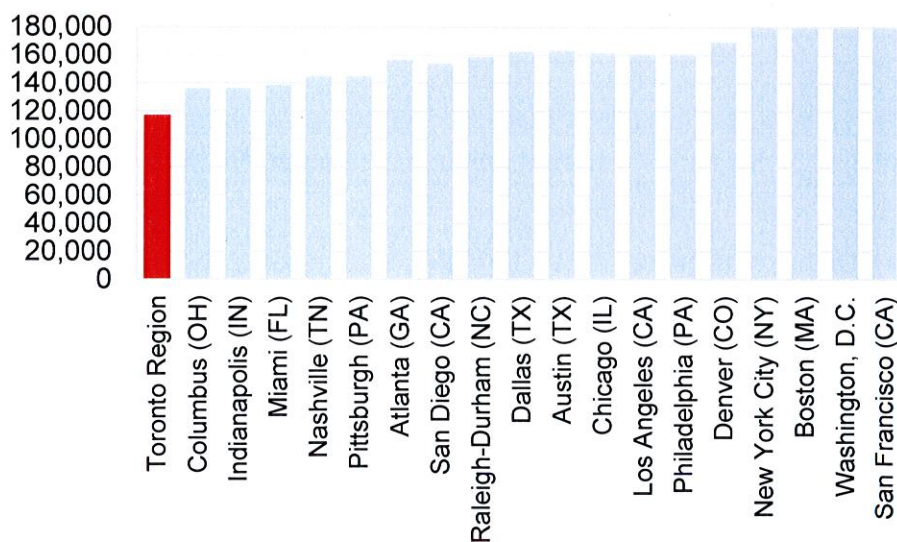


OPERATING COSTS: BIO-PHARMA MANUFACTURING FACILITY - *Labour*

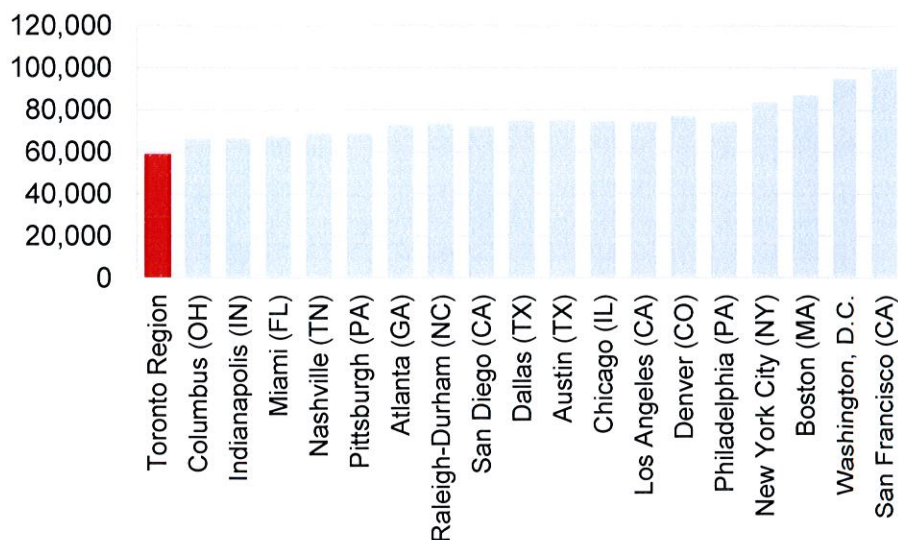
Toronto Region has the **lowest** total labour costs for a 350 person Bio-Pharma Manufacturing Facility amongst comparable U.S cities. Of the comparator jurisdictions, labour costs in the Toronto Region are 24% lower than the average.

Salaries in the Toronto Region are the lowest for each of the positions identified in the sector profile. However, lower costs does not equate with lower quality. The Toronto Region ranks 3rd for quality and lowest in cost giving it an **overall rank of 1st** in this study based on the **Cost to Quality ratio**.

Head of R&D Salary, USD



Scientist Salary, USD



OPERATING COSTS: BIO-INFOMATICS R&D CENTRE

The annual operating benchmarking cost results for an 18 person Bio-Infomatics R&D Centre are based on the primary inputs of **Labour costs** and **Property costs** as per the profile to the right. This industry profile includes companies that are involved in research, discovery, design, development or testing of a process (typically software tools) that develops and improves upon methods for storing, retrieving, organising and analysing biological data.

The **Toronto Region** has the lowest operating costs among other major North American Life Sciences centres at **\$1.55m** per annum - **25% lower** than the average of \$2.07 m per annum.

PROFILE BIO-INFOMATICS R&D CENTRE

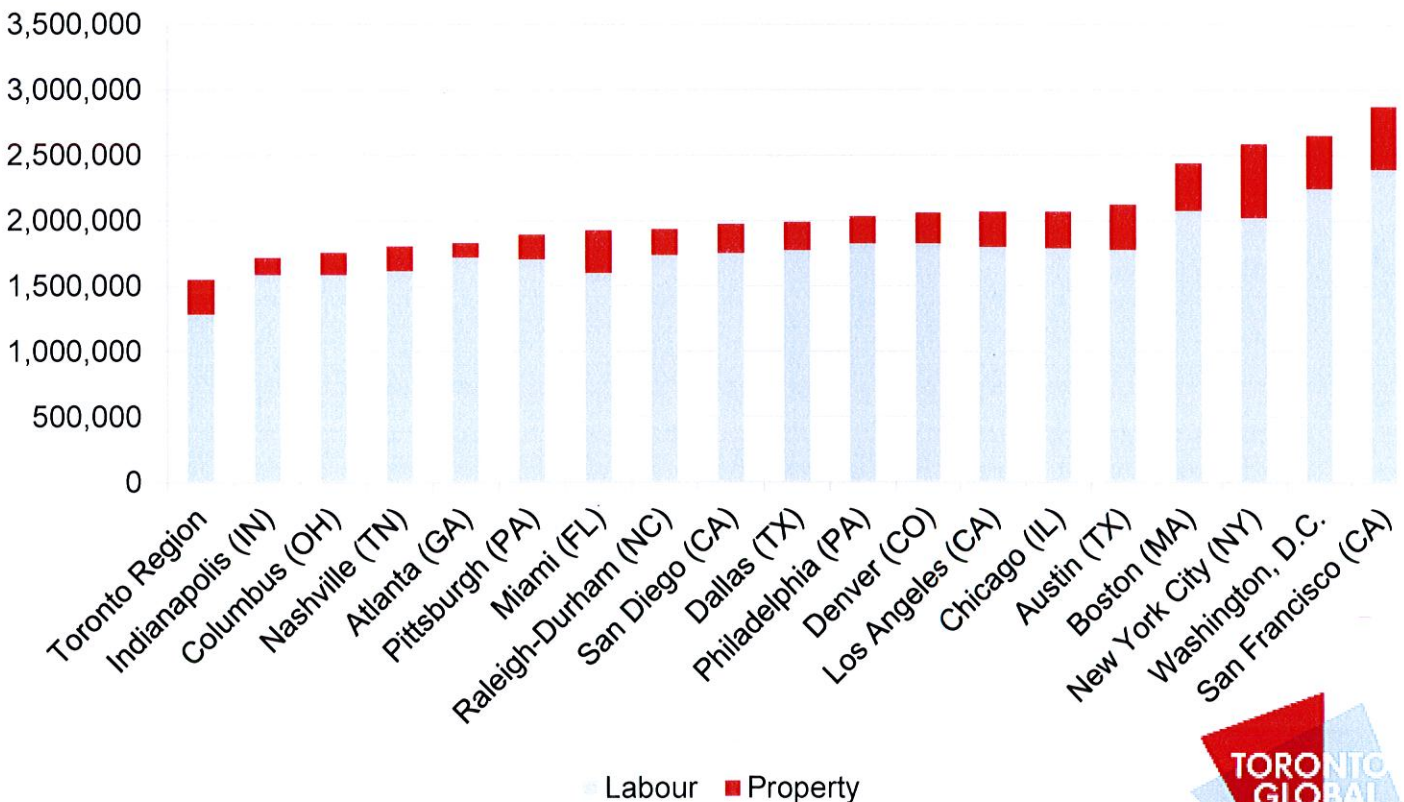
LABOUR

Headcount Total:	18
Scientist	4
Software Development Engineer	4
Laboratory Technician	3
R&D Team Leader	2
Senior Scientist	2
Head of Research and Development	1
Laboratory Specialist	1
Software Development Manager	1

PROPERTY

Office Space (sqft)	6,458
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OPERATING COST COMPARISON

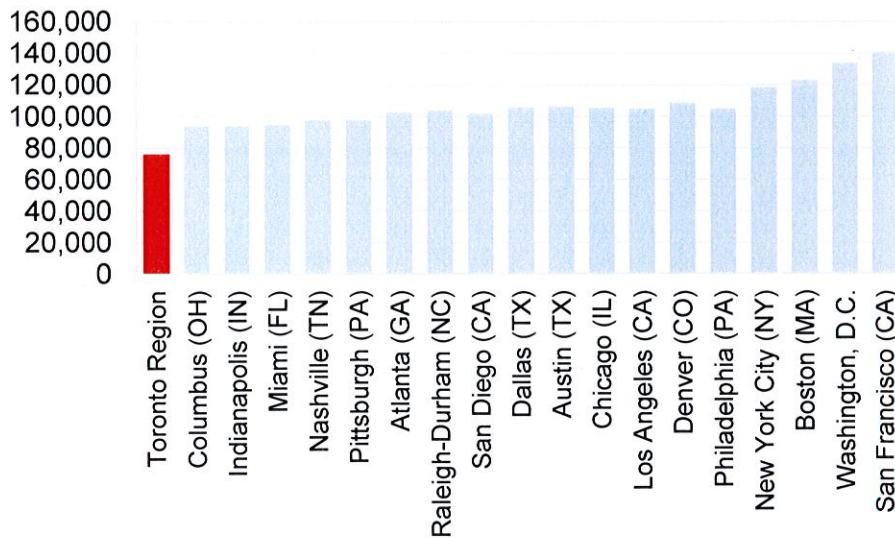


OPERATING COSTS: BIO-INFOMATICS R&D CENTRE- Labour

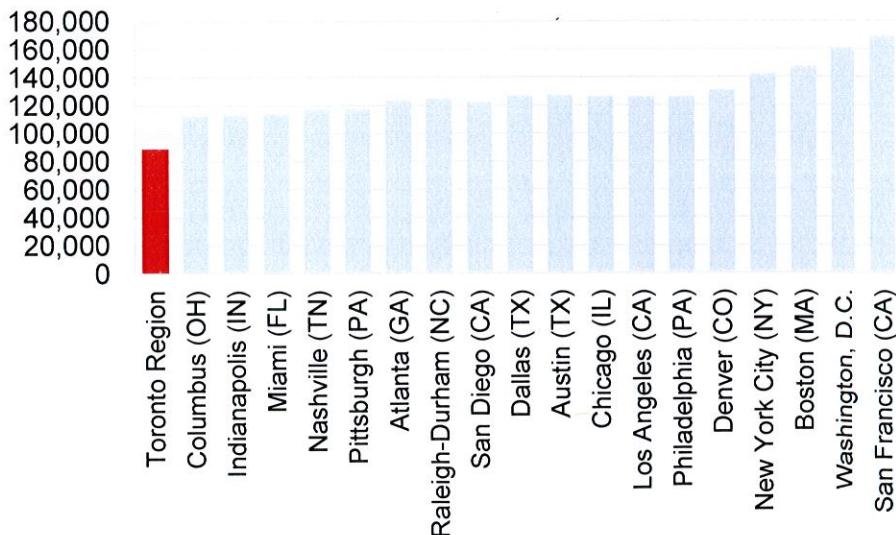
Toronto Region has the **lowest** total labour costs for an 18 person Bio-Infomatics R&D Centre amongst comparable U.S cities. Of the comparator jurisdictions, labour costs in the Toronto Region are 28% lower than the average.

Salaries in the Toronto Region are the lowest for each of the positions identified in the sector profile. However, lower costs does not equate with lower quality. The Toronto Region ranks 4th for quality and lowest in cost giving it an **overall rank of 1st** in this study based on the **Cost to Quality ratio**.

Senior Scientist Salary, USD



Software Development Manager Salary, USD



EMPLOYEE BENEFIT COST SAVINGS

Human capital is increasingly becoming the most important resource for businesses in the knowledge economy. Attracting and retaining the best and brightest is resulting in fierce competition.

In an effort to lure and keep staff, many companies are offering attractive benefits packages that incorporate health and life insurance, paid parental leave, pension plans and more.

The impact of publicly funded maternity/parental leave, free prescription drugs for youth and universal public healthcare, on reducing the costs of employee benefits packages is significant.

HEALTHCARE

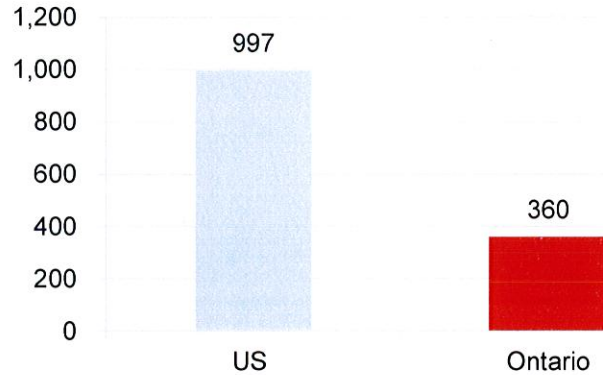
The publicly funded Ontario Health Insurance Plan (OHIP) applies to all workers. It covers most basic medical and emergency services including visits to doctors, hospital visits and stays. The newly introduced OHIP+ program also covers prescription drugs for anyone under the age of 25.

As a result, compared to the United States, total employer health costs are nearly three times lower in the Toronto Region (Ontario).

Health-related costs considered in this analysis include both statutory medical premiums (EHP in Ontario and Medicare in the United States), and all non-statutory medical-related costs typically paid by employers that include medical and dental insurance premiums, prescription, vision retiree medical costs, and health-related plan administration costs.

Employer Health Costs for a Typical Firm*

thousands, USD



MATERNITY AND PARENTAL LEAVE

Paid maternity and parental leave is an attractive benefit to workers and can significantly improve employee retention. The Canadian government offers paid leave for one or both parents through Canada's employment insurance plan.

A pregnant employee or new mother in Canada can take up to 15 weeks of paid maternity leave. After the baby arrives either parent can take standard leave of up to 35 weeks with publicly funded benefits equal to 55% of the employee's average weekly wage to a maximum of \$537 per week or an extended leave of up to 61 weeks at 33% of average weekly wage to a maximum of \$328 per week.

Whether an employer chooses to top up the benefit is optional. However with this publicly funded program, the employer cost of offering parental leave benefits is significantly reduced in the Toronto Region when compared to the cost of offering it in the U.S.

*Typical firm defined as having approximately 91 employees.
Source: MMK Consulting, 2016 (Special run for MEDG/MRIS)



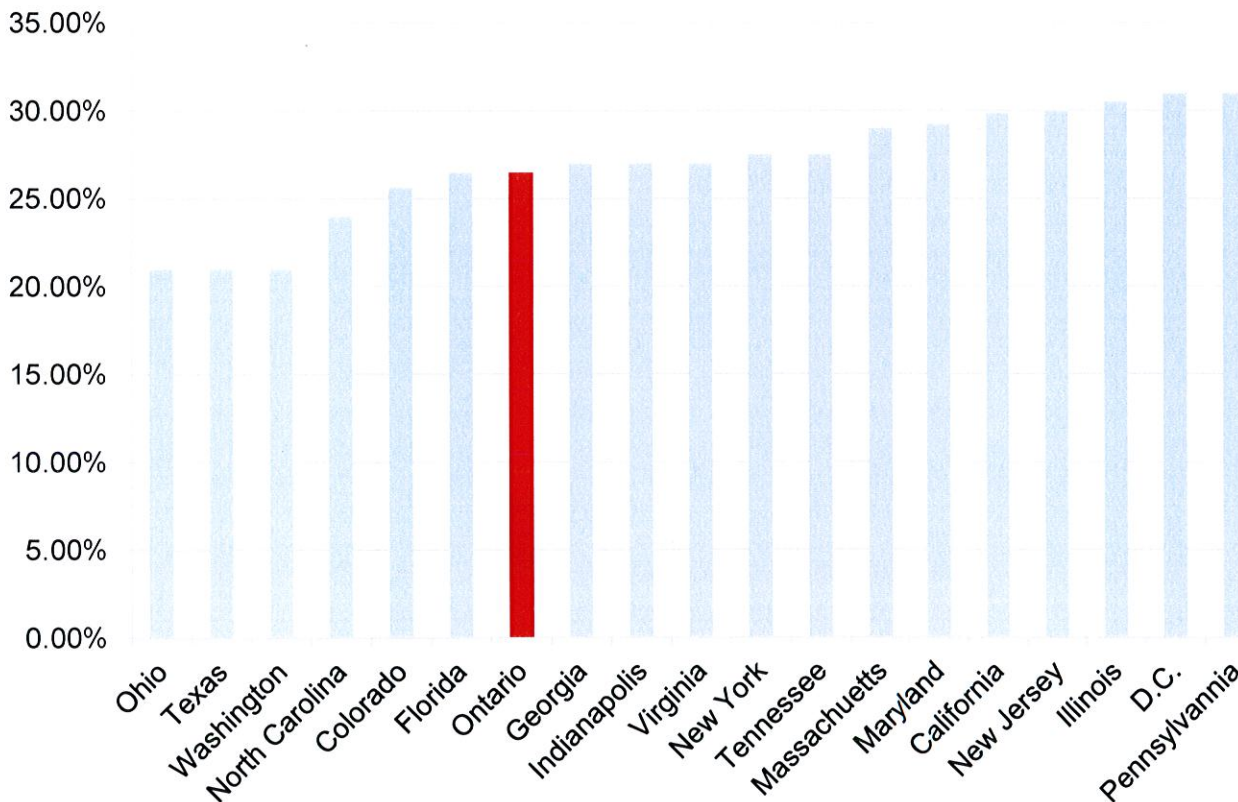
COMPETITIVE TAX RATES

To ensure a competitive business cost advantage, the federal and provincial governments steadily reduced corporate income tax rates from the combined rate of 44.6% in 2000 to 26.5% in 2012. The combined corporate income tax rate has held steady at 26.5% since 2012.

Despite the United States federal corporate income rates decreasing from 35% to 21% on January 1, 2018, Ontario's corporate income tax remains competitive.

The federal government and Ontario provide tax credits and grants to support various activities and reduce the amount of corporate tax owing. Both governments provide tax credits for R&D and film and television productions as well as assistance to employers to encourage the hiring of apprentices. In addition, Ontario provides tax credits for the development of digital media products and book publishing, and to employers that hire co-operative education students.

Federal and State Combined Corporate Income Tax Rate (2018)



INCOME TAX CREDITS & GRANTS

Research and Development (R&D) Tax Credits

Tax Credit (or Grant)	Federal or Provincial	Description
<u>Scientific Research & Experimental Development (SR&ED) Investment Tax Credit</u>	Federal	+ Canadian corporations, including foreign-controlled Canadian corporations, who perform eligible R&D in Canada are eligible for a 15% non-refundable tax credit. Unused credits can be carried back three years and forward 20 years. An enhanced 35% refundable tax credit is available for small Canadian Controlled Private Corporations on the first CAD \$3 million of R&D expenditures and 15% refundable tax credit on remaining R&D expenditures.
<u>Ontario Research and Development Tax Credit</u>	Provincial	+ 3.5% non-refundable tax credit on R&D expenditures in Ontario. Unused credits can be carried back three years and forward 20 years.
<u>Ontario Business Research Institute Tax Credit</u>	Provincial	+ 20% refundable tax credit on R&D expenditures incurred in Ontario under contract with research institutes (e.g., Ontario universities or colleges).
<u>Ontario Innovation Tax Credit</u>	Provincial	+ 8% refundable tax credit for small- to medium-sized corporations on R&D expenditures in Ontario.

INCOME TAX CREDITS & GRANTS

Media and Book Publishing Tax Credits

Tax Credit (or Grant)	Federal or Provincial	Description
<u>Canadian Film or Video Production Tax Credit</u>	Federal	+ 25% refundable tax credit on labour for businesses producing Canadian film or video.
<u>Canadian Film or Video Production Services Tax Credit</u>	Federal	+ 16% refundable tax credit for qualified expenditures related to the production of, or production services for, films and/or videos in Canada. There are no Canadian content restrictions, but the corporation must have contracted directly with the copyright holder for production services if the copyright owner does not qualify for the credit.
<u>Ontario Production Services Tax Credit</u>	Provincial	+ 21.5% refundable tax credit on Ontario labour and other production expenditures for foreign or domestic film and television productions in Ontario that meet minimum budget thresholds.
<u>Ontario Film and Television Tax Credit</u>	Provincial	+ 35-45% refundable tax credit on Ontario labour expenditures for domestic film and television productions in Ontario.
<u>Ontario Computer Animation and Special Effects Tax Credit</u>	Provincial	+ 18% refundable tax credit on Ontario labour expenditures related to computer animation and special effects in film and television productions.
<u>Ontario Interactive Digital Media Tax Credit</u>	Provincial	+ 35-40% refundable tax credit for expenditures related to the creation, marketing and distribution of interactive digital media products developed in Ontario.
<u>Ontario Book Publishing Tax Credit</u>	Provincial	+ 30% refundable tax credit to Ontario book publishing corporations for publishing and promoting books by a Canadian author.

INCOME TAX CREDITS & GRANTS

Training Tax Credits and Grants

Tax Credit (or Grant)	Federal or Provincial	Description
<u>Apprenticeship Job Creation Tax Credit</u>	Federal	+ Non-refundable tax credit equal to 10% of a (Red Seal) apprentice's salary, up to a maximum credit of CAD \$2,000 per year per eligible apprentice.
<u>Ontario Co-operative Education Tax Credit</u>	Provincial	+ 25% refundable tax credit (30% for small businesses) to Ontario businesses that hire post-secondary co-op students.
<u>Graduated Apprenticeship Grant for Employers (GAGE)</u>	Provincial	+ The assistance provided to an employer is based on the level of training completed by the apprentice, with a maximum grant of CAD \$19,200 per apprentice.

FAVOURABLE CURRENCY EXCHANGE

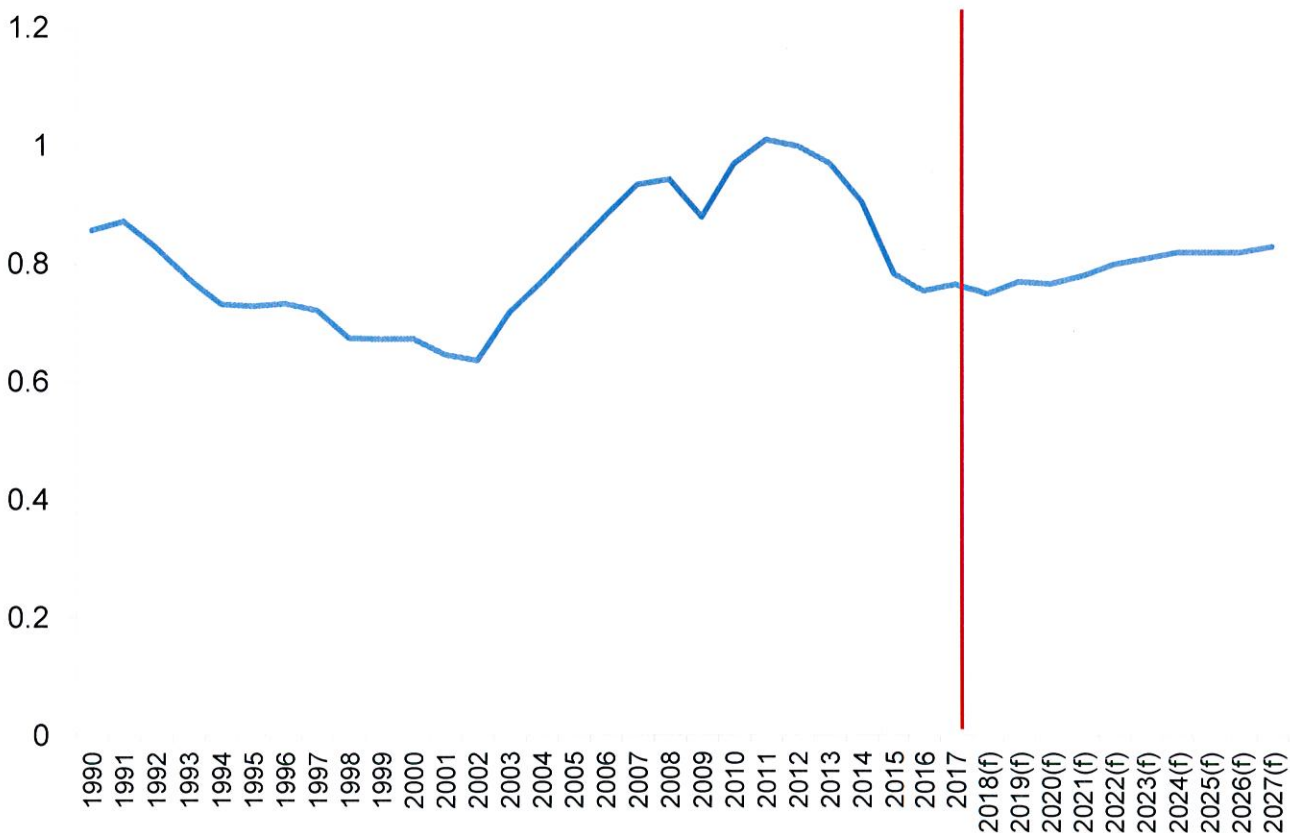
In 2017, the average CAD/USD exchange rate was 0.7713, offering significantly increased purchasing power for assets purchased in Canada versus the United States.

While exchange rate volatility is a potential risk for investment, this

favourable exchange rate has existed over the last nearly 30 years, only reaching parity twice over this time period.

Additionally, over the next 10 years, the Conference Board of Canada forecasts the current exchange rate to remain relatively stable.

Historical Exchange Rate (CAD per USD)





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The Regional Municipality of Durham Information Report

From: Commissioner & Medical Officer of Health
Report: [#2018-INFO-129](#)
Date: August 31, 2018

Subject:

Updates to the Ontario Public Health Standards: Requirements for Programs, Services and Accountability

Recommendation:

Receive for information

Report:

1. Purpose

1.1 To provide an update on changes to the [Ontario Public Health Standards: Requirements for Programs, Services and Accountability](#) (OPHS).

2. Background

2.1 The [OPHS](#) were released on November 16, 2017 and came into effect on January 1, 2018. Related Protocols and Guidelines were released in the following months, as they were finalized.

2.2 A new [Personal Service Settings Regulation](#) under the [Health Protection and Promotion Act](#) (HPPA) came into effect on July 1, 2018.

3. Updates to the OPHS

3.1 On July 3, 2018, the Ministry of Health and Long-Term Care (MOHLTC) released a new [Personal Service Settings Guideline](#) to support the [Personal Service Settings Regulation](#), updated [OPHS](#) and the following revised Protocols: [Infection Prevention and Control Protocol, 2018](#); [Infection Prevention and Control Complaint Protocol, 2018](#); and the [Infection Prevention and Control Disclosure Protocol, 2018](#).

3.2 In summary, the updates to the [OPHS](#) and Protocols include:

- a. Changes to ensure consistency across documents
 - b. Changes to terminology
 - c. Clarification to definitions
 - d. Inclusion of references to the new [Personal Service Settings Guideline](#) and Regulation
- 3.3 The [Personal Service Settings Regulation](#) provides clear definitions of personal service settings, sets out requirements for owners and operators and provides a list of prohibited services. The MOHLTC has developed a flyer for distribution to personal service settings owners and operators to outline the requirements under the Regulation. The flyer is available in Cantonese, English, French, Mandarin and Vietnamese.
- 3.4 The [Personal Service Settings Guideline](#) is intended to be used in conjunction with the Regulation and assists public health units in interpreting and enforcing the requirements in the Regulation.
- 4. Next Steps**
- 4.1 The Durham Region Health Department is working to ensure that its policies and procedures are in compliance with the revised [OPHS](#), Protocols and new Guideline.
- 4.2 To support requirements in the [OPHS](#) and the [Infection Prevention and Control Disclosure Protocol](#), a new by-law to regulate disclosure of health inspection information has been drafted for Regional Council's approval.

Respectfully submitted,

Original signed by

R.J. Kyle, BSc, MD, MHSc, CCFP, FRCPC, FACPM
Commissioner & Medical Officer of Health

August 28, 2018

Attn: Clerks@durham.ca

Re: Communication of the City of Oshawa Council from Meeting Held May 22, 2018.
Staff Report DS-18-85, Proposed Collaborative Review of the Responsibility for Sidewalks
on Regional Roads to be Transferred to the Region from Area Municipalities

The following motion was carried by Council on May 22, 2018.

Recommendation

Whereas on April 16, 2018 the Development Services Committee referred the following Council Referral Item DS-18-82 to staff for a report:

'That the City of Oshawa investigate the transfer for sidewalks on the transfer of any roads to the Region.'; and,

Whereas the Durham Region Works Department recently provided a Regional Information Report No. 2018-INFO-31 dated March 2, 2018 regarding Road Rationalization which identified a number of potential road transfers across the region including candidates in Oshawa; and,

Whereas Section 55 (1) of the Municipal Act 2001 states that 'An upper-tier municipality is not responsible for the construction and maintenance of sidewalks on its highways and the lower-tier municipality in which the highways are located is responsible for the construction and maintenance of the sidewalks and has jurisdiction over that part of the highway, unless the municipalities agree otherwise.'; and,

Whereas the current approach has been that the lower-tier municipalities within Durham Region are responsible for the construction and maintenance of the sidewalks as identified within the Municipal Act; and,

Whereas there is merit in reviewing the opportunities related to transferring responsibility for sidewalks/multi-use paths on all Regional Roads to the Region; and,

Whereas this matter requires a coordinated effort amongst the Region of Durham and the local area municipalities;

Therefore be it resolved:

1. That the Region of Durham be requested to, in collaboration with the area municipalities, investigate the opportunity to have the responsibility for the construction and maintenance of sidewalks/multi-use paths on Regional Roads transferred to the Region; and,
2. That the Region of Durham be requested to establish a staff working group with the area municipalities to investigate the potential of such a transfer of responsibility and report back to Regional Council on the recommendations/conclusions of this working group's efforts; and,
3. That this resolution be sent to the Region of Durham and the Durham area municipalities to obtain their support for this review.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ilmar Simanovskis', written in a cursive style.

Ilmar Simanovskis, P.Eng.
Director, Engineering Services