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# DURHAM REGION Budget

## The Regional Municipality of Durham 2019 Business Plans & Budgets Property Tax Requirements

Finance & Administration Committee - March 19 & 20, 2019  
Regional Council - March 27, 2019

**Regional Municipality of Durham**  
**2019 Approved Regional Property Tax Supported Business Plans and Budgets**

**1. 2019 Business Plans and Budget Overview**

- 1.1 This report provides a summary of the 2019 Approved Regional Property Tax Supported Business Plans and Budgets for General Purposes, Solid Waste Management and Durham Region Transit. The 2019 Business Plans and Budgets includes continued investment in the Region’s strategic priorities including increased investment and enhancements to front line programs and services for Durham Region residents and businesses. The 2019 Approved Business Plans and Budgets represent a net property tax budgetary increase of 1.89 per cent, lower than the overall 2.2 per cent guideline approved by Regional Council through Finance Report # 2019-F-1.
- 1.2 The Approved 2019 property tax increase of 1.89 per cent achieves an affordable tax increase for business and residential property owners, gives consideration to continued re-assessment increases being phased-in, provides for a number of base pressures and non-discretionary items that are required to continue to deliver the Region’s existing programs and services and provides for strategic investments to support the following key priority areas, namely:
- Innovate operations and administration
  - Respond to ongoing legislative and regulatory changes
  - Invest in infrastructure renewal
  - Manage the challenges of growth and affordability
- 1.3 This budget has a focus on front line services to residents including front line police officers, investigators in the Police Human Trafficking Unit, Victim Services Partnership, 9-1-1 communicators, transit service improvements, Vision Zero, investments to further address poverty and social infrastructure of Durham communities, additional front line health care aides, recreation staff and nurses at the Region’s long-term care homes, continuation of the primary care outreach program, three additional ambulances (two staffed 12 hours and one staffed 24 hours), and investments in broadband, climate change, innovation and diversity initiatives.
- 1.4 The following table provides a high level overview of the 2019 approved budget which represents a net property tax budgetary increase of 1.89 per cent or approximately \$51 for the Region-wide average residential home after assessment growth.

**Approved  
2019 Budget**

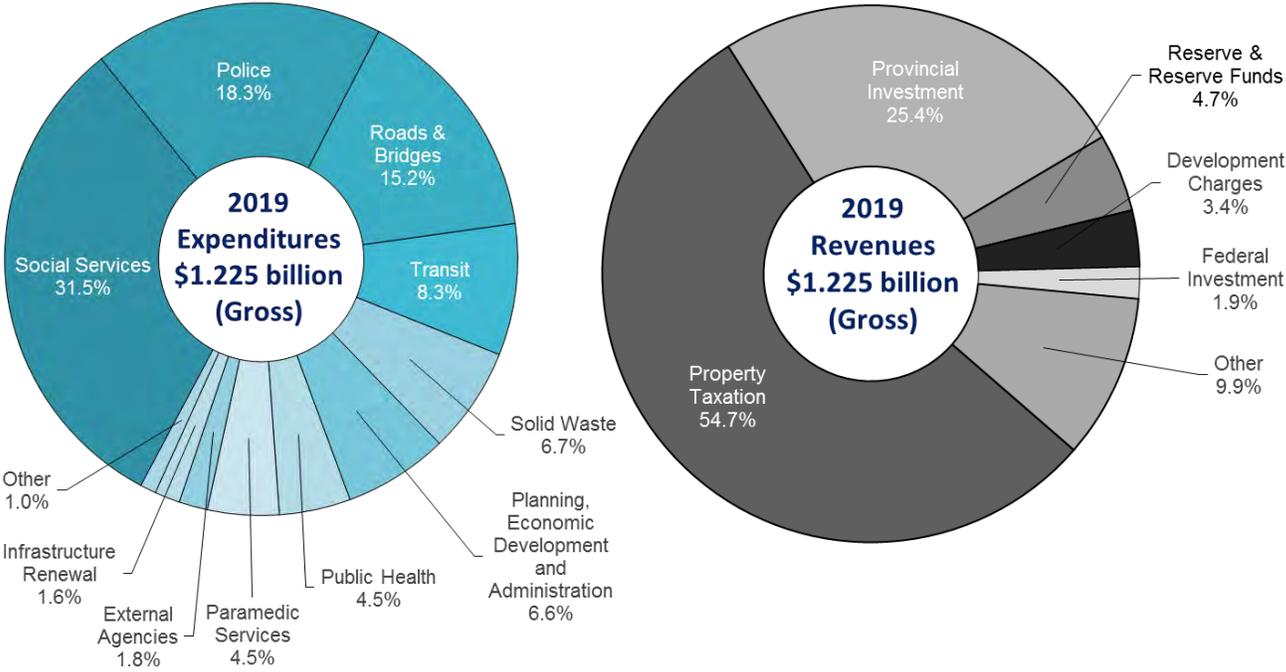
	<b>2019 Increase (\$ millions)</b>	<b>Tax Impact (%)</b>
Police Service	7.697	1.19
Durham Region Transit	2.350	0.36
Conservation Authorities	0.170	0.03
Solid Waste Management	5.744	0.89
Regional Operations and Other	7.244	1.13
Special Contributions	(0.005)	0.00
	23.200	3.60
Net Assessment Growth – Budgetary		(1.71)
Property Taxpayer Impact		1.89

- 1.5 The following table summarizes the Region of Durham’s 2019 gross and net property tax budget. A more detailed schedule outlining the 2019 gross and net property tax and user rate budgets with prior year comparators is provided in Attachment #1 to this report.

## Approved 2019 Budget

	<b>Gross Expenditures (\$,000s)</b>	<b>Net Property Tax (\$,000s)</b>
<b>Police Service</b>	<b>224,147</b>	<b>206,613</b>
<b>Durham Region Transit</b>	<b>101,061</b>	<b>58,150</b>
Roads and Bridges	186,585	85,869
Solid Waste Management	82,221	48,477
<b>Public Works</b>	<b>268,806</b>	<b>134,346</b>
Public Health	55,044	19,707
Paramedic Services	54,484	26,884
Long-Term Care	111,839	45,315
Social Housing	63,241	41,060
Social Assistance	122,732	18,974
Children's Services	81,212	9,048
Family Services	6,905	5,319
<b>Health &amp; Social Services</b>	<b>495,457</b>	<b>166,307</b>
Governance & Administration	64,753	35,860
Planning & Economic Development	10,182	9,095
Emergency Management & 9-1-1	6,748	4,995
<b>Other Regional Services</b>	<b>81,683</b>	<b>49,950</b>
Outside Agencies	22,372	21,938
Other	31,774	31,774
<b>Outside Agencies and Other</b>	<b>54,146</b>	<b>53,712</b>
<b>Property Tax Supported Services Total</b>	<b>1,225,300</b>	<b>669,078</b>

1.6 The following two pie charts provide greater detail on the property tax supported portion of the Region’s budget.



1.7 The gross 2019 property tax supported budget totals \$1.2 billion. The largest gross expenditure areas includes:

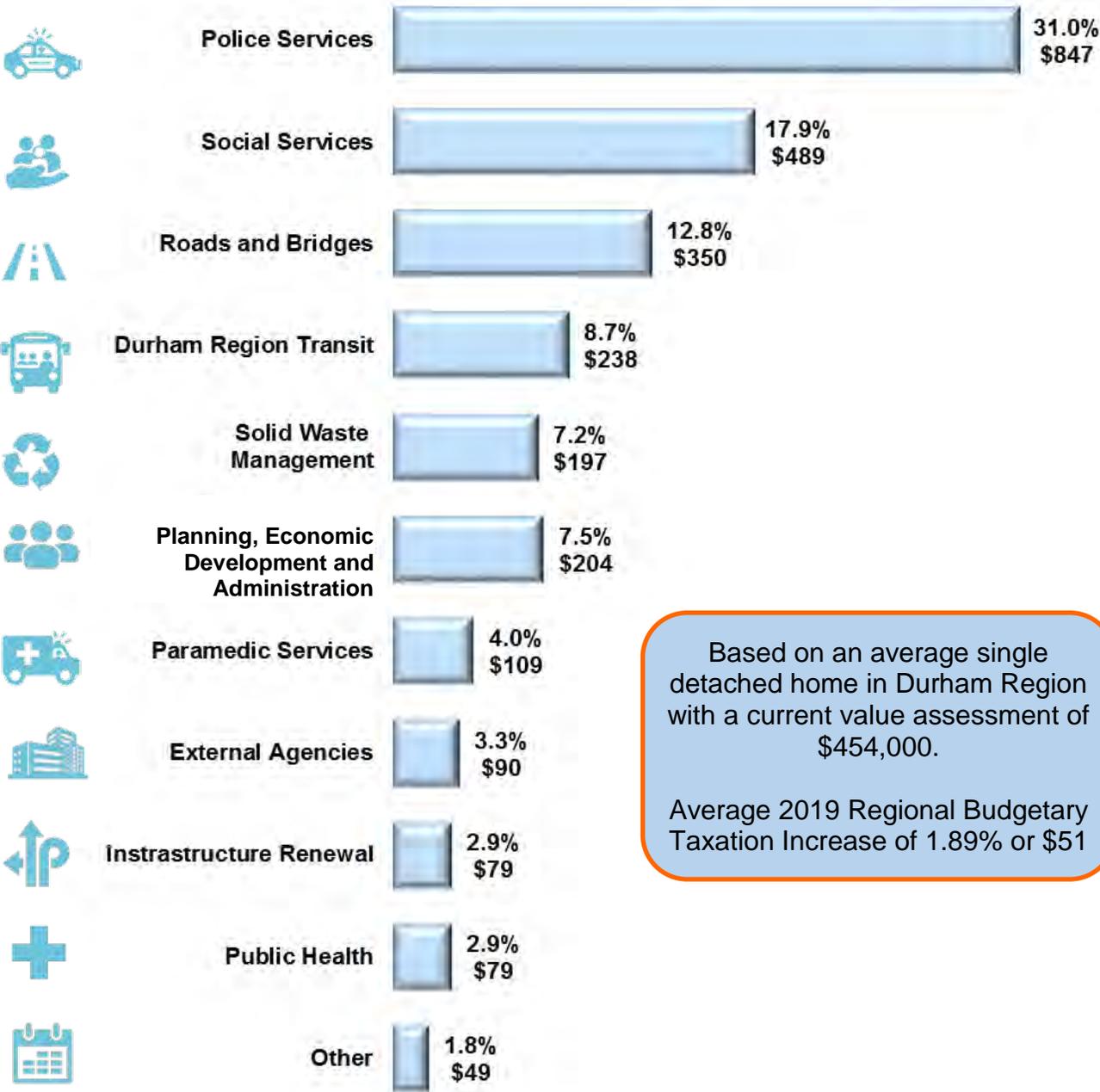
- Social Services 31.5 per cent
- Durham Regional Police 18.3 per cent
- Roads and Bridges 15.2 per cent
- Regional Transit 8.3 per cent
- Waste Management 6.7 per cent

1.8 The \$1.2 billion property tax supported budget is funded from various sources including:

- Property Taxes 54.7 per cent
- Provincial Investment 25.4 per cent – as highlighted in Section 5, with the recent provincial changes and fiscal challenges the Region faces increased risk of reduced provincial investments.
- Reserve and Reserve Funds 4.7 per cent

1.9 The following graphic provides a breakdown of the Regional portion of the 2019 property bill based on the approved 2019 budget.

1.10 Based on the approved 2019 budget, the average single detached home in Durham will pay approximately \$228 per month, or \$2,731 annually for Regional property tax supported services based on a 2019 current value assessment of \$454,000.



## 2. 2019 Approved Business Plans and Budget – Details

The following sections provide additional details on the operating, staffing and capital highlights for each of the Region’s main service areas as well as the high level risks and uncertainties facing the service areas over 2019 and the forecast period.



### Operating:

- Increase investment in front line police staff and investigative services to respond to increased service demands
- Formalization of the Continuous Improvement Program with the establishment of a unit dedicated to building capacity and mitigating risks
- Continuation of the Body Worn Camera Pilot

### Staffing:

- 20 Front line Constable positions (\$1.2 million) to ensure service levels continue to meet the demands from the community (Annualized cost of \$2.5 million)
- 1 Detective and 4 Detective Constable positions (\$0.4 million) to support the development of the Human Trafficking Unit. (Annualized cost of \$0.7 million)
- 1 Staff Sergeant and 1 IT Developer (Civilian) (\$0.2 million) to move the current continuous improvement project to a formal unit with dedicated staffing and resources (Annualized cost of \$0.3 million)
- 5 Communicators (fully funded by the 9-1-1 Management Board) (\$0.3 million) to respond to increased call volumes and complexity, ongoing scheduling challenges and sick time (Annualized cost of \$0.6 million)

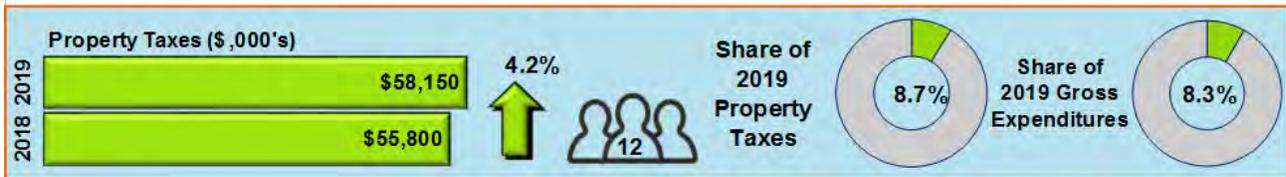
### Capital:

- The Police Services capital program totals \$4.0 million and includes funding for vehicles, equipment purchases, and facility maintenance and renewal.

### Risks and Uncertainties:

- Respond to growing incidents of violence
- Leverage partnerships to help those living in need or in high-risk neighbourhoods
- Recruitment efforts including diversifying workforce
- Responding to changing legislation, including the *Cannabis Statute Law Amendment Act, 2018*

## Transit Budget Highlights



### Operating:

- Transit service improvements of up to 529,911 revenue hours of services (a 0.6 per cent increase from 526,627 hours in 2018), including annualization of the 2018 service enhancements at a cost of (\$0.5 million) and the service enhancements and efficiencies to be implemented in 2019 at a cost of \$0.2 million (total annual cost of the 2019 service enhancements are \$0.6 million with a total of 7,934 incremental service hours to be phased in over 2019 and 2020)
- Continue to reduce waitlists and improve service efficiency on Specialized Services through increased part time operator hours (\$0.1 million) and initiation of a two-year eligibility review process to maximize the use of DRT's integrated service model by leveraging the accessibility features of the conventional fleet to best support customer travel needs based on individual abilities (\$0.1 million)
- Increase in major repair costs to address maintenance requirements for vehicles approaching end of life and mid-life engine and transmission replacements and refurbishments (\$0.6 million)
- Increase in the PRESTO transaction fee as per the new PRESTO agreement (\$0.2 million)
- Ridership incentive and outreach initiatives (\$50,000)
- Fare increase of \$0.05 to the Adult and Youth single-ride PRESTO and Ticket fares effective May 1, 2019. This fee increase is estimated to generate approximately \$128,000 in new fare revenue in 2019 based on DRT's 2019 ridership forecast of 10.7 million riders
- Effective May 1, 2019, children 12 and under ride free when accompanied by a fare paying customer
- U-Pass rate increase to \$139 per student per semester for the period September 1, 2019 to August 31, 2020 subject to a one-year extension to the existing U-Pass agreement with Durham College, the University of Ontario Institute of Technology and Trent University (Durham Campus) (\$80,000)
- Reduction in fare revenue as a result of shifts in fare media used by customers (\$0.5 million)

**Staffing:**

- Four new operator positions (three conventional service and one OnDemand) to support proposed increase in service hours
- Conversion of part time conventional operator positions to six full time in accordance with the collective agreement amendments (net \$54,000)
- Coordinator, Technology Solutions (\$55,000) to support the rapidly expanding technology requirements and ensure continuity of operations in the event of technology disruptions (Annualized cost \$110,000)
- Maintenance Swing Supervisor (\$72,000) to respond to the Ontario Ministry of Labour changes to the Occupational Health and Safety Bill, which increased the level of responsibility for supervisors and managers in industrial workplaces (Annualized cost \$144,000)

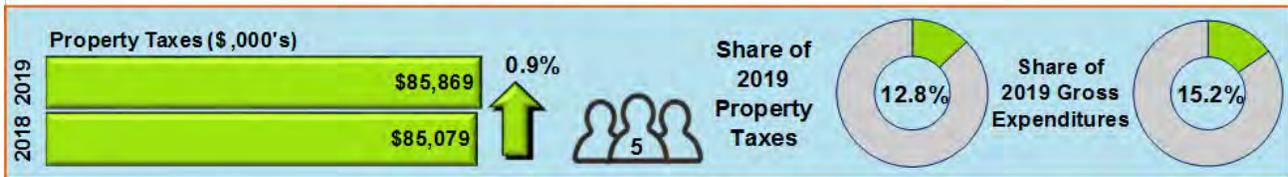
**Capital:**

- 4 growth buses (\$2.4 million)
- 3 growth low-floor minivans (\$0.4 million)
- Growth bus outfitting (\$0.8 million)
- Replacement of 3 specialized mini buses (\$0.5 million) and 1 service vehicle (\$35,000)
- Repurposing BRT buses to conventional service (\$0.2 million)
- Bus stop infrastructure (\$0.8 million)
- Smart technology (\$0.3 million)
- Facility rehabilitation (\$0.2 million)
- A capital provision of up to \$5.621 million for bus purchases is included in the 2019 budget subject to the completion of a business case and approval of the CAO.

**Risks and Uncertainties:**

- Maintaining and improving service levels in communities experiencing rapid population growth and development
- Timely repair and replacement of aging fleet to mitigate major repair costs
- Volatility of fuel price and weather related impacts
- Uncertainty of existing and future federal and provincial funding commitments to advance rapid transit projects and other initiatives
- Ridership impacts of broader economic performance and unemployment trends

## Roads and Bridges Highlights



### Operating:

- Activities to support Vision Zero, including new pavement marking initiatives (e.g. edge lines), protected left turn only phases at selected traffic signal locations, and automated enforcement (\$0.3 million)
- Mobile road patrol software to automate the collection of information required to fulfill legislated record keeping and reporting requirements (\$40,000)
- Increase in road and traffic maintenance costs in response to growth and service demands (\$0.5 million)

### Staffing:

A total of 5.292 new full time equivalent employees (FTEs) as follows:

- Conversion of positions from temporary to permanent status. The cost of these new full time positions is offset by a reduction in temporary staffing costs:
  - Clerk 3 in Traffic Operations (\$39,000 for 1.000 FTE) to provide clerical support for the large increase in locate requests, reception support and timekeeping (Annualized cost \$78,800)
  - Two Technical Assistants in Facilities (\$25,000 for 0.576 FTE) to provide support for the administration of corporate facility maintenance contracts. These positions are shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized cost \$49,600)
- New permanent resources to support the delivery of capital projects and operating activities. The costs for these positions are allocated at varying levels to capital projects or maintenance activities:
  - Senior Project Coordinator in Construction Management Services (\$21,000 for 0.358 FTE) to aid with design reviews of capital construction projects, review and prepare tenders, project management and quality control. This position is shared with Water Supply and Sanitary Sewerage (Annualized cost \$41,400)
  - Project Supervisor in Construction Management Services (\$26,000 for 0.358 FTE) to supervise capital construction for projects in the roads, water supply and sanitary sewerage portfolios. This position is shared with Water Supply and Sanitary Sewerage (Annualized cost \$51,500)
  - Works Technician 2 in Transportation Design (\$50,000 for 1.000 FTE) for intermediate level road design and to provide CAD support (Annualized cost \$101,000)

- Project Manager in Transportation Design (\$79,000 for 1.000 FTE) to manage and provide technical oversight on internal and external roads projects (Annualized cost \$157,500)
- Skilled Maintenance Worker 1 at the Orono Depot (\$48,000 for 1.000 FTE) to assist with all depot activities related to roads, water and sewer (Annualized cost \$95,000)

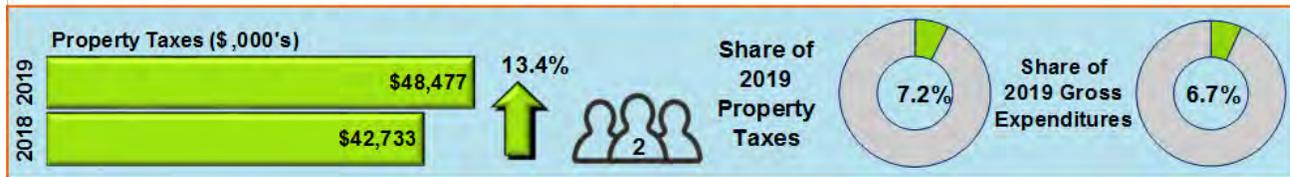
### **Capital:**

- Total roads and bridge construction program of \$94.5 million, an increase of \$1.7 million from 2018. The 2019 program includes:
  - Roads and bridge rehabilitation projects totaling \$43.5 million
  - Growth related road infrastructure projects totaling \$42.1 million
  - Traffic control and other capital projects totaling \$8.9 million
- Continued investment in cycling, including approximately four kilometres of multi-use paths and paved shoulders as part of road construction projects
- Optimization of Regional facility located at 101 Consumers Drive in Whitby to accommodate the relocation of 20 staff from the 289 Water Street location in Whitby (\$0.9 million)

### **Risks and Uncertainties:**

- Legislative and regulatory impacts include:
  - New Construction Act including prompt payment legislation
  - Automated Speed Enforcement Program – Provincial Regulations still required prior to implementation
- Changing and unpredictable weather patterns and climate change impacts increase both preventative and reactive maintenance activities for the Regional road network
- Inflation and commodity price fluctuations may place increased pressure on contracted services including winter maintenance

## Solid Waste Management Highlights



### Operating:

- Optimization study of the Oshawa Waste Management Facility to accommodate the Region's future needs (\$60,000)
- Investigation of alternative beneficial uses and markets for problematic blue box material such as glass, plastics and paper within the Region (\$60,000)
- Anticipated revenue decreases from the sale of diversion material resulting from changing market conditions (\$2.4 million with a \$1.3 million contribution from the Solid Waste Management Reserve Fund to phase in this significant impact)

### Staffing:

A total of 2.110 new full time equivalent employees (FTEs) are proposed as follows:

Conversion of positions from temporary to permanent status. The cost of these new full time positions is offset by a reduction in temporary staffing costs:

- Waste Disposal Clerk at the Scugog Waste Management Facility (\$40,000 for 1.000 FTE) to maintain service level requirements (Annualized cost \$80,500)
- Two Technical Assistants in Facilities (\$5,000 for 0.110 FTE) to provide support for the administration of corporate facility maintenance contracts. These positions are shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized cost \$9,500)
- Clerk 2 (\$39,000 for 1.000 FTE) to perform call centre duties and to provide administrative support to the call centre operations (Annualized cost \$78,800)

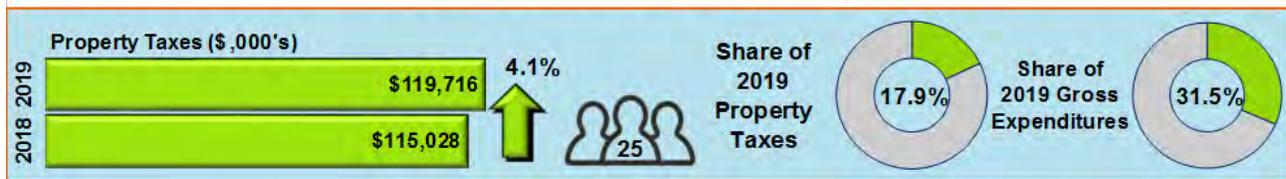
### Capital:

- Development of a new Long-Term Solid Waste Management Master Plan to guide the Region through to 2040, with funds totaling \$0.2 million in 2019 to commence research and undertake public consultation
- Equipment upgrades at the Material Recovery Facility (MRF) for efficiency enhancements (\$1.1 million)
- Addition of a new inbound scale at the Oshawa Waste Management facility to accommodate the increasing number of visitors to this site (\$0.1 million)
- Replacement of both the inbound and outbound scales at the Scugog Waste Management facility (\$0.3 million)

### **Risks and Uncertainties:**

- Impacts of the markets and unfavourable pricing present significant uncertainty to recycling commodity revenue
- Uncertainty surrounding the implementation of the *Waste Free Ontario Act, 2016* and Extended Producer Responsibility including the transition of provincial funding programs (tires, electronics, municipal hazardous and special waste and blue box)
- Inflation and commodity price fluctuations may place increased pressure on contracted services including waste collection, processing and disposal

## Social Services Highlights



### Operating:

- Investments to help further address poverty and social infrastructure of Durham communities through the Social Investment Fund (\$1.0 million)
- Over \$1.0 million in increased funding for community agencies addressing homelessness using increased provincial and federal investment
- Continued implementation of the recommendations of the Affordable and Seniors' Housing Task Force (\$25,000)
- Opening of the new regionally directly operated Edna Thomson child care centre in the spring of 2019. This location will replace the current Edna Thomson Early Learning and Childcare facility that was housed in a historic building in downtown Bowmanville. It is anticipated that the new facility will accommodate 34 new child care spaces which will better serve our community
- Implementation and staff training on the new electronic health record system in the Long Term Care Homes (\$111,000)

### Staffing:

- The conversion of part time positions to nine new full time split-shift positions (\$0.4 million) in Children's Services. The conversion will result in net savings for the program and implement provisions in the last collective agreement (Annualized cost \$0.8 million)
- Four full time Program Assistant positions (\$0.2 million) at the new Edna Thomson child care centre. These positions were noted in the original approval from Council to proceed with the relocation and present a service level increase (Annualized cost \$0.3 million)
- One Family Counsellor 2 position (\$0.1 million) to continue with the Primary Care Outreach Program (PCOP) being delivered in partnership with Paramedic Services (Annualized cost \$0.1 million)
- Four Health Care Aides at Hillsdale Estates (\$0.1 million) to support the evolving complexity of care of residents in the Home. The increase to staffing may be offset by an anticipated increase in per diem funding from the Province (Annualized cost \$0.3 million)
- One Recreation Programmer at Fairview Lodge (\$36,000) that will be dedicated to the secure unit to help specialized programming for residents with severe behaviours. The increase to staffing may be offset by an anticipated increase in per diem funding from the Province (Annualized cost \$73,000)

- One Registered Nurse at Hillsdale Terraces (\$65,000) and One Registered Nurse at Lakeview Manor (\$61,000) to increase the ability to provide supports to residents with growing complexity of needs. These positions are partially funded by the Province and is also offset by reductions in part-time hours within each unit (total Annualized cost \$0.3 million)
- One Health Care Aide at Hillsdale Terraces (\$36,000) to support the evolving complexity of care of residents in the home. The increase to staffing may be offset by an anticipated increase in per diem funding from the Province (Annualized cost \$72,000)
- Two Health Care Aides at Lakeview Manor (\$73,000) to support the evolving complexity of care of residents in the Home. The increase to staffing may be offset by an anticipated increase in per diem funding from the Province (Annualized cost \$0.1 million)
- One scheduling Supervisor (\$53,000) to lead the long-term care and services for seniors divisional scheduling team and monitor adherence to policies, agreements and legislation (Annualized cost \$0.1 million)

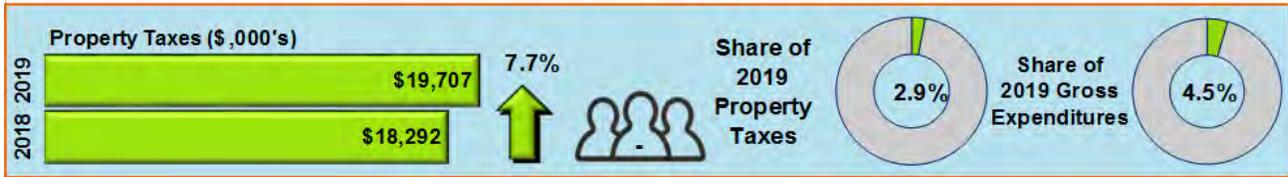
#### **Capital:**

- Over \$1.7 million in replacement of equipment and repairs and renovations to directly enhance and maintain resident care at the Region's Long-Term Care facilities.
- Technology and telecommunications investment at the Ajax Family Services location (\$0.1 million)

#### **Risks and Uncertainties:**

- The most significant risk is the uncertainty of provincial investment. Reduction in provincial investment will have a significant impact on the Region's ability to continue to deliver the same level of programs and services into the future
- The Province announced that the LHINs and multiple provincial agencies and specialized provincial programs will be integrated into one single agency. The financial impact on funding from these agencies to the Long-Term Care Home System is unknown
- Continue to address growing wait lists in several social service program areas including Child Care Fee Subsidy, individual, couple or family counselling services
- Within the Social Housing program, end of operating agreement/end of mortgage may make it difficult to meet legislated service level standard of 4,446 Rent Geared to Income units
- Potential impacts on compliance requirements in the Long-Term Care Home System as a result of the anticipated Report of the Public Inquiry into the Safety and Security of Residents in the Long-Term Care Home System in July 2019

## Public Health Highlights



### Operating:

- Increased investment in immunization programs due to new *Immunization of School Pupils Act* requirements (\$62,000)
- Increased investment in infectious disease programs resulting from increased expectations under the *Ontario Public Health Standards* (\$3,000)
- Continuation of the Region's sewage system maintenance inspections summer student program to meet the needs of local municipalities and obligations under contracts (\$20,000). This investment is projected to be fully funded through fees from the participating municipalities
- Increased education and training costs for staff to meet the Foundational Standards of the *Ontario Public Health Standards* (\$20,000)

### Staffing:

- There are no new full time positions being requested in the 2019 Public Health budget

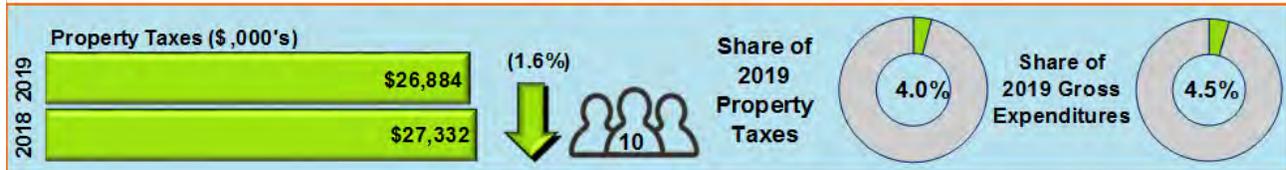
### Capital:

- Network Upgrades \$50,000
- Oral Health Clinic repairs and renovations \$50,000
- Toxicology equipment \$7,000
- Vaccine fridges (subject to receipt of provincial funding) \$52,000

### Risks and Uncertainties:

- Changes to provincial legislation and investment that could impact programs and services
- Growing and changing population needs in Durham that may impact the way programs and services are delivered

## Paramedic Services Highlights



### Operating:

- Continuation of the Primary Care Outreach Program (\$0.3 million)
- Redeployment of paramedic resources from four rapid response vehicles to two 12-hour ambulances in Sunderland and Ajax in response to increasing call volume and requirements of clients
- Increased investment to respond to rising workplace safety and insurance costs as a result of Bill 163 (\$0.7 million)
- Investment in Computer Aided Dispatch (CAD) link in vehicles to allow for real time data to flow between the vehicles and dispatch centre, which will improve accuracy of dispatch, reduce chance for error in communicating addresses, provide more accurate time tracking, and provide more free air time on the radio should assistance be required (\$60,000)
- Investment in renovations at Whitby Paramedic Station (\$23,000)

### Staffing:

- Four new Primary Care Paramedics (PCPs) and four new Advanced Care Paramedics (ACPs) (\$0.5 million) effective July 1, 2019 to staff a new 24-hour ambulance to respond to increasing call volumes and enhance emergency coverage throughout the Region (Annualized cost \$1.0 million)
- Advance Care Paramedic (\$69,000) for the Primary Care Outreach program (Annualized cost \$137,000)
- General Maintenance and Repair position (\$39,000) to address increased workload due to call volume and maintenance requirements (Annualized cost \$79,000)

### Capital:

- Two new ambulances and nine replacement ambulances and associated equipment \$2.0 million
- Ongoing funding for the new Seaton Paramedic Station \$3.5 million

### Risks and Uncertainties:

- Increasing call volumes impacting capacity
- Increasing offload delays resulting in less paramedics available to respond to emergency calls

## Planning, Economic Development and Administration Highlights



### Operating:

- Develop and implement the new Durham Strategic Plan (\$0.2 million)
- Implement the Region's new Development Tracking System which will track land development applications through their entire life cycle (\$0.9 million)
- Continue implementing the action items in the Transportation Master Plan, including updating the Regional Cycling Plan (\$50,000)
- Ongoing implementation of the Region's Cycling Communication Plan including updating the Regional Bike Map (\$75,000)
- Initiate the Growth Management Study and Fiscal Impact Study as part of Envision Durham, the Municipal Comprehensive Review of the Durham Region Official Plan (\$0.8 million)
- Vibrant North Durham Plan and Agricultural Strategy (\$62,000)
- Provide funding for a temporary Tourism staff member to support Northern Municipalities (\$20,000)
- Implement refreshed Investment Attraction Study (\$0.2 million)
- Provide funding for a Broadband Coordinator and for the establishment of seed funding to implement the Council approved Regional Broadband Strategy (\$0.2 million)
- Development of a five-year implementation strategy for the Durham Community Energy Plan (\$80,000)
- Support program implementation of the Durham Community Climate Adaptation Plan (\$0.1 million)
- Undertake the next phase of the Corporate Customer Service Strategy and Implementation Plan (\$0.1 million)
- Build and foster capacity for innovation among Regional staff and partners in support of organizational resilience, service effectiveness and adaptability in an environment of accelerating change (\$50,000)
- Modernization of infrastructure and applications to enhance the productivity of employees by enabling them to do work in a more effective and efficient manner. Projects include software upgrades of old applications used for data capture and reporting, enhanced mobility infrastructure, workplace communication capabilities, chat and productivity suites (\$0.1 million)

- Promote and manage a Diversity and Inclusion program that aligns with the Region's Strategic Plan, Healthy Workplace Policy and that supports and promotes the attraction and retention of a diverse workforce (\$0.1 million)
- Ongoing funding to continue to raise awareness and generate support for the Pickering Airport and related aviation and aerospace employment cluster in Pickering based on a compelling narrative and economic analysis (\$30,000)
- Victim Services Partnership Pilot – one time funding to raise awareness and help address and prevent Human Trafficking in Durham through education, prevention and coordination of support services (\$0.1 million)

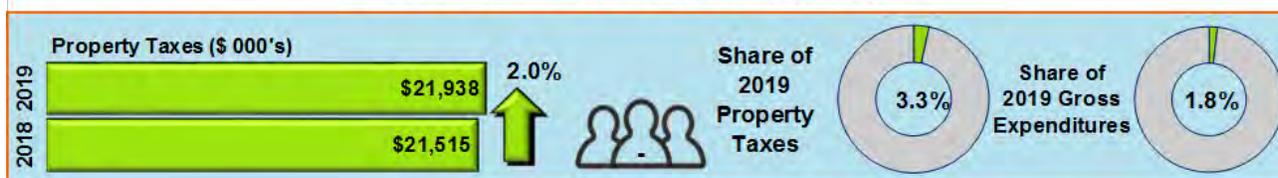
#### **Staffing:**

- One Manager, five Emergency Coordinators and one Program Assistant (\$0.4 million) to implement the new Provincial Nuclear Emergency Response Plan (PNERP). The positions are conditional upon receiving 100 per cent funding from Ontario Power Generation (Annualized cost \$0.9 million)
- Program Coordinator (\$47,000) to support strategic planning, sustainability and other corporate initiatives (Annualized cost \$94,000)
- Administrative Assistant (\$46,000) to provide administrative support for various corporate initiatives (Annualized cost \$92,000)
- Communications Coordinator, Multi Media (\$47,000) to support durham.ca, intranet site and new initiatives (Annualized cost \$94,000)
- Program Coordinator (\$54,000) to provide ongoing training and expertise for accessibility implementation (Annualized cost \$0.1 million)
- Senior Solicitor (\$0.1 million) to provide cost effective in-house legal services to Durham Regional Police Service (DRPS) thereby enhancing service delivery and avoiding costs for outside counsel. The costs for this position are recovered from DRPS (Annualized cost \$0.2 million)
- Information Management Supervisor (\$55,000) to support the Information Management Manager in the deployment of Enterprise Information Strategy, future Enterprise Content Management software, business continuity and other strategic initiatives (Annualized cost \$0.1 million)

#### **Capital:**

- Optimization of Regional Headquarters including needs analysis and detailed design work in 2019 (\$0.5 million)
- Acquisition and implementation of a Computer Telephony Integration (CTI) system for Emergency 9-1-1 (\$0.4 million)
- Continued investment in new and replacement information technology equipment (\$1.2 million)

## External Agencies Highlights



### Conservation Authorities:

- The 2019 budget for Conservation Authorities includes \$5,958,777 for operations, \$1,673,807 for special benefiting projects and \$200,000 for land management for the Region's five Conservation Authorities.
- The 2019 funding for the York/Peel/Durham/Toronto Groundwater Management Initiatives remains at \$175,000 to finance ongoing groundwater protection initiatives jointly funded by the City of Toronto, Region of York and Region of Peel.
- In addition, the Conservation Authorities submitted the following requests for special one-time funding from the Land Conservation and Protection Reserve Fund for specific projects and initiatives for Council's consideration:
  - Central Lake Ontario Conservation Authority
    - Watershed Plan 5 Year Update (Phase Two of Two) \$100,000 – approved
    - Corbett Creek Floodplain Mapping and Drainage Study \$25,000 – approved conditional on confirmation of Town of Whitby and NDMP funding
    - Flood Forecasting and Stream Gauging Improvements \$38,275 – approved conditional on confirmation of NDMP funding
    - Restoration Program (Multi-Year Program) \$150,000 – approved
    - Comprehensive CA Master Plan (Phase Two of Two) \$40,000 – CLOCA completed phase one in 2018 using their own source revenue. It is proposed that CLCOA complete phase two with their own source revenue
  - Kawartha Conservation Authority
    - Watershed Planning Update (Phase One of Two) \$40,000 – approved
    - Website Design and Implementation (Phase One of Two) \$8,706 – approved
    - Digitization of Corporate Records (Phase One of Five) \$10,124 – approved
  - Ganaraska Region Conservation Authority
    - Enterprise Data Management Platform \$35,376 – approved
  - Toronto and Region Conservation Authority
    - Pickering and Ajax Dyke Remediation Environmental Assessment \$250,000 – approved conditional on confirmation of NDMP funding
    - Duffins Creek Floodplain Mapping Update \$110,000 – approved conditional on confirmation of NDMP funding

- Petticoat Creek Hydrology Update \$40,000 – approved conditional on confirmation of NDMP funding
- Emerald Ash Borer Project \$200,000 – one-time funding approved
- The total special one-time funding requests outlined above totaling \$847,481 were significantly more than prior year requests and total more than the annual planned contribution to the reserve fund. In addition, the conservation authorities are looking for additional ongoing operating funding. During 2019 it is proposed that Finance staff review Conservation Authority's base funding for 2020 in light of the significant number of funding requests received in 2019 from the Conservation Authorities for on-going program delivery and service enhancements. This review will be done in consultation with all five conservation authorities and in conjunction with the Region's reserve fund financing strategy.
- CLOCA, as part of their budget submission, requested a one-time Special Levy in the amount of \$84,472 to fund CLOCA's portion of the cost for a watermain on Ontoro Boulevard and Range Road in the event the CLOCA Board decides to support the petition and the petition is subsequently successful. Regional Council approved funding should the petition be successful and the project proceed.
- The CLOCA Board at their November 28, 2018 Board meeting passed the following resolution requesting the Region amend the Region's Land Acquisition Reserve Fund Policy.
  - That the Region be requested to amend the Region's Land Acquisition Reserve Fund Policy to increase the base percentage that the Region provides toward conservation land acquisition from 40% to 60% of the total value of the land being acquired, with the flexibility for additional support where appropriate;*
  - That the Region be requested to apply an economic adjustment to the annual contribution to the LARF that would be commensurate with the consumer price index or similar inflationary index to ensure the Fund reflects to changing cost of land acquisition and conservation authority projects; and*
  - That a copy of this Report be circulated to Conservation Authorities within Durham Region.*
- The Region's Land Conservation and Protection Reserve Fund finances more than just land acquisitions. This reserve fund has provided the flexibility to respond to each of the Conservation Authorities special funding requests on an annual basis. Beginning in 2018, \$200,000 annually is being redirected from the Land Conservation and Protection Reserve Fund to each of the Conservation Authorities to respond to their unique land management pressures. In 2019 Staff, as part of the Region's reserve fund financing strategy, will review the Region's Land Conservation and Protection Reserve Fund and the Regional Land Acquisition Reserve Fund Policy and bring forward any recommendations to the Finance and Administration Committee and Regional Council.

## **Special Funding Requests:**

### **Durham College – Centre of Collaborative Education**

- The 2019 budget includes the third and final payment to Durham College in the amount of \$0.3 million towards the capital construction costs of their Centre of Collaborative Education.

### **Trent University Durham**

- Ms. Julie Davis, VP External Relations and R. Joe Muldoon, Head Trent University Durham presented to Finance and Administration Committee on February 12, 2019 requesting \$474,000 in funding annually for three years for the expansion of the Trent University Durham Campus. This request aligns with the value of the in-kind land provided by the City of Oshawa. Committee referred the delegation to the 2019 budget deliberations.
- The funding request from Trent University Durham does not meet the current guidelines and conditions used to evaluate funding requests for hospitals and post-secondary institutions. To date, provincial funding has not been secured for the project and is not anticipated. The funding amount requested is more than the guideline would dictate due to the unique financing arrangements that they have successfully developed for the project.
- Regional Council authorized staff to continue to work with the Trent University Durham to complete the due diligence and review of the Trent University Durham proposal, and execute a funding agreement.
- While the funding request from Trent University Durham does not meet all of the Region's current guidelines and conditions, annual funding of \$474,000 per year for three years to a maximum of \$1.42 million can be accommodated for the expansion of the Durham Campus with funds released at the discretion of the Commissioner of Finance and subject to the due diligence and review of Trent University Durham's proposal, an executed funding agreement and the accountability of final capital costs reported upon project completion.

### **Spark Centre – Pilot Launch Innovation Station**

- At its meeting on January 8, 2019, the Planning and Economic Development Committee received a presentation from Sherry Colbourne, CEO of the Spark Centre and Laura O'Blenis, President and CEO of Stiletto Consulting requesting \$325,000 from the Region of Durham for the Pilot Launch phase of the Innovation Station Project. Following Committee's consideration of the delegation, Staff were directed to report back to Committee with additional details regarding the funding request. Spark Centre has indicated that the requested funding would be used in 2019 for project management and operations, government and public relations, execution support, communications and design, staffing and web development and branding.
- The funding request from Spark Centre does not meet the current guidelines and conditions used to evaluate funding requests for hospitals and post-secondary education institutions.

- While the funding request from Spark Centre does not comply with the Region's current guidelines and conditions, one time funding in the amount of \$325,000 can be accommodated with funds released at the discretion of the Commissioner of Finance and subject to the due diligence and review of the Spark's Centre proposal, an executed funding agreement and a final accountability statement as the request is strongly aligned with the Region's current economic development priorities.
- Staff will continue to work with the Spark Centre to complete the due diligence and review of the Spark's Centre proposal, and execute a funding agreement.

#### **Next Steps**

- The CAO in partnership with a cross departmental team is reviewing the Region's policy around special funding requests and will report back in 2019.

### **3. Use of Development Charges, Provincial and Federal Gas Tax and Reserves and Reserve Funds in the 2019 Approved Business Plans and Budgets**

3.1 As discussed during Committee and Council's deliberations on the 2019 Regional Business Plans and Property Tax Budget Guidelines, staff identified and have included the sustainable use of reserve and reserve funds, development charges and provincial and federal gas tax to fund one-time expenditures in the 2019 Budget while ensuring the Region's commitment to fiscal responsibility and long-term financial planning have been maintained.

3.2 Consistent with previous years the Roads, Fleet and Transit's capital programs have utilized development charges, provincial and federal tax and reserve and reserve funds to finance the eligible projects. The following provides a summary of the additional uses of development charges, provincial and federal gas tax and reserve and reserve funds utilized in the 2019 budget:

#### Emergency 9-1-1

- Capital reserve (\$0.4 million) for the acquisition and implementation of the Computer Telephony Integration (CTI) system

#### Finance

- Capital reserve (\$50,000) to fund one-time workspace modifications

#### Non-Departmental

- Capital reserve (\$0.5 million) to fund the acquisition and implementation of electronic Performance Management Software (e-Performance)
- Capital reserve (\$0.2 million) for a portion of the Space Optimization and Master Accommodation Planning project
- Development charges (\$0.3 million) to fund the eligible portion of the growth management study and the financial impact analyses required as part of the Official Plan Review

#### Paramedic Services

- Development charges (\$2.6 million) to fund the eligible portion of the Seaton Paramedic Station and the new ambulance

#### Police Services

- Ongoing use of the reserves (\$0.4 million) to fund helicopter maintenance costs
- Capital reserve (\$60,273) to fund one-time capital expenditures including a forensic light source laser

#### Social Services

- Capital reserve (\$0.1 million) for telephone network upgrades at Family Services' Ajax facility
- Capital reserve (\$0.3 million) for fire alarm system upgrade at Hillsdale Estates and fire alarm panel upgrades at Hillsdale Terraces

#### Transit

- Reserve (\$0.4 million) for retiree benefit costs
- Provincial gas tax (\$2.6 million) for engine and transmission repairs and replacements

#### Works

- Reserve fund (\$0.9 million) for the optimization of the Regional facility located at 101 Consumers Drive in Whitby to accommodate the relocation of 20 staff from the 289 Water Street location in Whitby
- Reserve fund (\$1.3 million) to help phase the impacts to recyclable material marketed revenues resulting from the China Sword policy
- Reserve fund (\$0.2 million) for second stack test at the York Durham Energy Centre

- 3.3 Finance Staff is undertaking to review the status of Reserve and Reserve Funds in conjunction with an update to the Regional Council's Long-Term Financial Planning Framework with a report back to Council in the Fall of 2019 to position the Region for the 2020 business planning cycle.

#### **4. Multi-Year Commitments: Impact on Future Budgets**

- 4.1 Known and significant financial pressures to be financed over the forecast period include:

- Staff annualization costs for the 99 positions approved in the 2019 budget (\$11 million gross in 2020)
- 2019 Transit Service Plan enhancements (\$0.4 million net in 2020)
- Annualization of the new Edna Thomson Child Care Centre (approximately \$0.1 million)
- Road rehabilitation needs identified over the forecast period (2020 – 2028) of approximately \$385.4 million.
- Growth related road expansion projects over the forecast period (2020 – 2028) totaling approximately \$627.7 million.
- Bridge and structure rehabilitation and replacement needs have been identified at approximately \$108.2 million over the forecast period (2020 - 2028).

- Facility expansions over the 2020 – 2028 forecast period to provide services for a growing and more diverse population and meet the current and future staffing requirements to service these demands.
- Potential future revenue loss related to marketed recycling commodities and removal of stabilization funding provided in 2019 (\$2.5 million)
- Increased operating cost pressure for long-term-care homes to address the escalating levels of care required for its residents.
- Aging social housing portfolio requiring significant capital investments.
- Continued need to address wait lists in several social service program areas.
- Outstanding assessment appeals at the Assessment Review Board (ARB) involve a total of \$17.1 billion in Region of Durham unweighted assessment. Of these assessment appeals, it is estimated, under a medium risk scenario, that the Region has the potential to lose \$19.2 million in Regional taxes.

## **5. Risks and Uncertainties**

- 5.1 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. Section 2 outlines the program specific risks and uncertainties for each of the major service areas.
- 5.2 The most significant risk facing the Region is a reduction in provincial investment in light of recent provincial changes and fiscal challenges. It is anticipated that the Provincial Budget, to be released on April 11, 2019, may provide details on any reduction in provincial investment for municipalities. The approved 2019 Business Plans and Budgets have been prepared on the assumption of sustainable provincial investment. As mentioned earlier, approximately 25.4 per cent of the financing for the 2019 budget is from provincial investments. Reduction in provincial funding will have a significant impact on the Region's ability to continue to deliver the same level of programs and services into the future. The Region, though its long-term financial planning is positioned to be able to temporarily respond to any in-year reductions in provincial investment, allowing program areas the time needed to adjust programs and services to the new provincial investment levels. The 2020 Business Plans and Budgets may be significantly impacted by funding reductions. Staff will continue to closely monitor all provincial announcements and will report back to Regional Council as needed.
- 5.3 Attachment #2 provides the estimated impact of shifts in several risk variables including revenue, expenditures and subsidies.

## **6. Public Engagement on the 2019 Business Plans and Budget**

- 6.1 As part of the 2019 Business Planning and Budget Process, Regional staff looked to enhance the public engagement on the 2019 Budget through the following initiatives:
- hosting a budget open house;

- seeking input through a brief survey;
- enhancements to the Region's budget website;
- providing an opportunity to submit questions and comments on the 2019 budget;
- increasing messaging through social media channels (including Facebook, Twitter, Instagram, LinkedIn), news releases, and newspaper ads; and
- creating a budget brand identity.

6.2 The most significant of the engagement activities was the Budget Open House which was held on February 13, 2019 at Regional Headquarters. The event was also live streamed on Facebook and on the Region's website. An archived copy of the event is available on the Region's website. The event included a presentation on 2018 accomplishments, financial overview, and the 2019 budget guideline and priorities. Following the presentation, there was a question and answer period.

6.3 The objective of the Open House was to provide community members an opportunity to:

- Learn about the Region's property tax supported business plans and budgets, including the process for reviewing the 2019 budget;
- Gain an increased understanding of Regional programs and services; and
- Provide input on priorities for the 2019 and future budgets.

6.4 The event was very well received with over 93 per cent of attendees (both on-line and in-person) rating the event as either excellent or good.

6.5 The Budget Open House and other engagement opportunities support the Region's initiative to promote greater public awareness of Regional services and participation by its residents in the business planning process. These type of events increase both the accountability and transparency of the Region's planning and budgeting processes.

6.6 Staff will continue to build on the initial steps taken as part of the 2019 Budget process to expand and enhance public engagement and education in advance of the 2020 budget.

## **7. Fees and Charges**

7.1 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. The following highlights the changes made to General Purpose Fees and Charges in the 2019 Business Plans and Budgets.

### **7.2 Development Charges**

- Development Charges are indexed annually on July 1<sup>st</sup> based on the by-laws passed by Regional Council.

### 7.3 Services for Seniors

- Ministry of Health and Long-Term Care adjustment to resident co-payment rates.
- Adjustment to Cable TV rates based on amended agreement with provider.
- Increase in rate for Meals on Wheels for recovery of inflationary increases.

### 7.4 Family Services

- Increase in File Disclosure fee for clients requesting their files to \$25 per vetted file, effective April 1, 2019, to recover the cost of providing the service.

### 7.5 Health and Paramedic Services

- Increase in fees for services provided by Health Protection for Ontario Building Code (building permit for sewerage system) and Regional activities based on By-laws recommended to Regional Council, effective April 1, 2019.
- Increase in Paramedic Services event coverage rate based on economic increase in paramedic wage rates and recovery of inflationary increases in operating costs.

### 7.6 Works

- Increase in site license fees for telecommunication equipment installed on Regional sites, infrastructure and facilities.
- A new \$250 per tonne charge, effective July 1, 2019, for fill material (such as soils, concrete and mixed construction material) and mixed loads containing fill materials at Regional Waste Management Facilities (WMFs) to manage the fill materials received on a full cost recovery basis.

### 7.7 Durham Region Transit

- Recommended fare increase of \$0.05 to the Adult and Youth single-ride PRESTO and Ticket fares effective May 1, 2019.
- Recommended Universal Transit Pass (U-Pass) rate increase to \$139 per student per semester for the period September 1, 2019 to August 31, 2020 subject to a one-year extension to the existing U-Pass agreement with Durham College, the University of Ontario Institute of Technology and Trent University (Durham Campus).

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

- 8.1 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.

8.2 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:

- TCA Amortization Expenses
- Post-Employment Benefits Expenses; and,
- Solid Waste Landfill Closure and Post Closure Expenses.

8.3 Since the Region's 2019 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 2019 BUSINESS PLANS AND BUDGETS (000'S)**

	<u>2018</u>		<u>2019</u>		
	<u>Restated</u>				
	<u>Total</u>	<u>Property</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
		<u>Tax</u>			
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
<b><u>PSAS Additions to Budget</u></b>					
Tangible Capital Asset Amortization	139,000	88,467	23,400	30,519	142,386
Post-Employment Benefit Expense	9,051	10,102	545	627	11,274
Landfill Closure Costs - Decrease in Liability	(1)	(612)	-	-	(612)
Transfers from Reserves and Reserve Funds	66,518	57,399	6,985	8,369	72,753
Proceeds of Debt issued for Regional Purposes	19,386	-	-	-	-
Total PSAS Additions	<u>233,954</u>	<u>155,356</u>	<u>30,930</u>	<u>39,515</u>	<u>225,801</u>
<b><u>PSAS Reductions to Budget</u></b>					
Gross Tangible Capital Assets Acquisitions	(318,588)	(139,229)	(114,138)	(111,352)	(364,719)
Less: Tangible Capital Asset Recoveries	14,515	-	325	24,646	24,971
Net Tangible Capital Asset Acquisitions	(304,073)	(139,229)	(113,813)	(86,706)	(339,748)
Debt Principal Payments	(21,260)	(16,346)	-	(5,730)	(22,076)
Transfers to Reserves and Reserve Funds	(96,763)	(85,882)	(6,692)	(10,678)	(103,252)
Contributed Tangible Capital Assets	(17,896)	(3,432)	(6,628)	(6,209)	(16,269)
Total PSAS Reductions	<u>(439,992)</u>	<u>(244,889)</u>	<u>(127,133)</u>	<u>(109,323)</u>	<u>(481,345)</u>
<b>Net Impact - (Increase) to Accumulated Surplus</b>	<u>(206,038)</u>	<u>(89,533)</u>	<u>(96,203)</u>	<u>(69,808)</u>	<u>(255,544)</u>

## **9. Conclusion**

- 9.1 The 2019 Approved Business Plans and Budgets for property tax supported programs are lower than the overall 2.2 per cent guideline adopted by Regional Council through Finance Report # 2019-F-1 and represents a net property tax budgetary increase of 1.89 per cent or approximately \$51 for the Region-wide average residential home after assessment growth. The budget is focused on front line service delivery enhancements.
- 9.2 The 2019 Business Plans and Budgets provides for an affordable tax increase for business and residential property owners, gives consideration to continued re-assessment increases being phased-in, provides for a number of base pressures and non-discretionary items that are required to continue to deliver the Region's existing programs and services and provides for strategic investments to support the following key priority areas, namely:
- Innovate operations and administration
  - Respond to ongoing legislative and regulatory changes
  - Invest in infrastructure renewal
  - Manage the challenges of growth and affordability
- 9.3 Throughout 2019 and beyond, staff under the leadership of the CAO will work to modernize programs and services by streamlining processes and achieving efficiencies across the organization. These efforts along with the Region's financial policies and long-term financial planning will assist in maintaining manageable property tax and revenue based rate increases and ensure accountability to property taxpayers for 2020 and beyond.

## **10. Attachments**

- 10.1 Attachment #1: The Regional Municipality of Durham Summary of Estimated Gross and Net Budget Expenditures
- 10.2 Attachment #2: Estimated Impact of Shifts in Various Risk Variables



## Estimated Impact of Shifts in Various Risk Variables

Risk Component	Sensitivity Assumption	Estimated Impact (\$)
<b>Revenue</b>		
Property Taxes	0.1 per cent <u>decrease</u> in weighted assessment growth	657,000
Assessment Review Board Decisions	1 per cent <u>decrease</u> in commercial weighted assessment	786,000
	1 per cent <u>decrease</u> in industrial weighted assessment	183,000
Development Charges (excluding water and sewer)	100 single detached residential units <u>decrease</u>	1.3 million
Waste Diversion	1 per cent <u>decrease</u> in recyclable revenues	28,000
DRT Fare Revenue	1 per cent <u>decrease</u> in DRT total fare revenue	217,550
<b>Expenditure</b>		
Debt Charges	1 per cent <u>increase</u> in interest rates	2.2 million
Electricity	5 per cent annual price <u>increase</u> (existing rate structures)	279,400
Natural Gas	5 per cent annual price <u>increase</u> (existing rate structures)	69,200
Gasoline	1 cent price <u>increase</u> per litre	30,000
Diesel	1 cent price <u>increase</u> per litre	88,500
Winter Maintenance	1 per cent <u>increase</u> in expenditures	53,300
<b>Provincial Investment</b>		
Public Health	1 per cent <u>decrease</u> in mandatory program funding	260,800
Paramedic Services	1 per cent <u>decrease</u>	250,100
Long-Term Care	1 per cent <u>decrease</u>	450,600
Child Care	1 per cent <u>decrease</u>	705,500

**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.



The Regional Municipality of Durham  
**SUMMARY OF 2019 BUSINESS PLANS AND BUDGETS**

(\$,000's)

SUMMARY

**SUMMARY**

2018	2019		
	Restated Budget (\$,000's)	2019 Approved Budget (\$,000's)	Increase (Decrease) Over 2018 (\$,000's) %

<b>A</b>	<b>POLICE SERVICE</b>	Page 1	198,916	206,613	7,697	3.9%	1.19%
<b>B</b>	<b>DURHAM REGION TRANSIT</b>	Page 1	55,800	58,150	2,350	4.2%	0.36%
<b>C</b>	<b>CONSERVATION AUTHORITIES</b>	Page 1	8,032	8,202	170	2.1%	0.03%
<b>D</b>	<b>SOLID WASTE MANAGEMENT</b>	Page 2	42,733	48,477	5,744	13.4%	0.89%
<b>E</b>	<b>REGIONAL OPERATIONS AND OTHER</b>	Pages 2-4	331,921	339,165	7,244	2.2%	1.13%
<b>F</b>	<b>SPECIAL CONTRIBUTIONS</b>	Page 4	4,980	4,975	(5)	(0.1%)	0.00%
	<b>ADJUSTMENT TO ASSESSMENT BASE</b> Outstanding non-residential property tax appeals		1,457	1,457	-	0.0%	0.00%
	<b>2018 DEFERRAL FOR SEATON GROWTH</b>		621	621	-	0.0%	0.00%
<b>Total Regional Budgets (before growth)</b>			<b>644,460</b>	<b>667,660</b>	<b>23,200</b>	<b>3.60%</b>	<b>3.60%</b>

2019 Assessment Growth	1.93%
2019 Deferral for Seaton Growth	-0.22%
<b>Less Net Growth for 2019 Budgetary Purposes</b>	<b>(1.71%)</b>

**2019 Property Tax Budgetary Impact 1.89%**

**Average Region-Wide Home Budgetary Impact**

**Net 2019 Average Region-Wide Home Budgetary Increase \$51**  
 (does not include reassessment impacts)



# The Regional Municipality of Durham SUMMARY OF 2019 BUSINESS PLANS AND BUDGETS

(\$,000's)

Page 1 of 4

		2018	2019		
		Restated Budget (\$,000's)	2019 Approved Budget (\$,000's)	Increase (Decrease) Over 2018 (\$,000's) %	2019 Tax Impact %
<b>A POLICE SERVICE</b>					
1	Operations	215,724	224,148		
2	Less: Provincial Grants	(7,743)	(7,597)		
3	Recoveries Other	(7,844)	(8,430)		
4	Recoveries from Reserves	(340)	(495)		
5	Other Revenues	(881)	(1,013)		
<b>6</b>	<b>Police Service Total</b>	<b>198,916</b>	<b>206,613</b>	<b>7,697 3.9%</b>	<b>1.19%</b>
<b>B DURHAM REGION TRANSIT</b>					
7	Operating	85,982	89,529		
8	Capital	1,278	1,437		
9	Revenues	(31,460)	(32,816)		
<b>10</b>	<b>Durham Region Transit Total</b>	<b>55,800</b>	<b>58,150</b>	<b>2,350 4.2%</b>	<b>0.36%</b>
<b>C CONSERVATION AUTHORITIES</b>					
<b>Operating Expenditures</b>					
11	Central Lake Ontario	3,872	3,969		
12	Kawartha	604	622		
13	Ganaraska Region	458	469		
14	Toronto and Region	626	642		
15	Lake Simcoe Region	255	257		
16	<b>Operating Expenditures Subtotal</b>	<b>5,815</b>	<b>5,959</b>		
<b>Special Projects</b>					
17	Kawartha	141	143		
18	Ganaraska Region	228	232		
19	Toronto and Region	813	825		
20	Lake Simcoe Region	471	474		
21	<b>Special Projects Subtotal</b>	<b>1,653</b>	<b>1,674</b>		
<b>One-Time Special Project Funding</b>					
22	Central Lake Ontario - Watershed Plan Update	100	100		
23	Ganaraska - Watershed Plan Update	50	-		
24	Ganaraska - Enterprise Data Management Platform	-	35		
25	Kawartha - Watershed Planning Update - Water Resources	-	40		
26	Kawartha - Website Design and Implementation	-	9		
27	Kawartha - Digitization of Corporate Records	-	10		
28	Lake Simcoe - Scanlon Creek Operations Centre Renovation Project	39	-		
29	<b>One-Time Special Project Funding Subtotal</b>	<b>189</b>	<b>194</b>		
<b>Land Management Funding</b>					
30	Central Lake Ontario	85	85		
31	Kawartha	15	15		
32	Ganaraska Region	37	37		
33	Toronto and Region	41	41		
34	Lake Simcoe Region	22	22		
35	<b>Land Management Funding Subtotal</b>	<b>200</b>	<b>200</b>		
36	York/Peel/Durham/Toronto Groundwater Management	175	175		
<b>37</b>	<b>Conservation Authorities Total</b>	<b>8,032</b>	<b>8,202</b>	<b>170 2.1%</b>	<b>0.03%</b>



The Regional Municipality of Durham  
**SUMMARY OF 2019 BUSINESS PLANS AND BUDGETS**

(\$,000's)

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	2018	2019		
	Restated Budget (\$,000's)	2019 Approved Budget (\$,000's)	Increase (Decrease) Over 2018 (\$,000's) %	2019 Tax Impact %
<b>D SOLID WASTE MANAGEMENT</b>				
38 Waste Management Facilities	7,268	8,104		
39 Capital	1,033	2,950		
40 Collection Services	18,553	21,135		
41 Disposal and Processing Services	14,740	13,652		
42 Common Service Costs	12,068	12,447		
43 Blue Box Revenues & Subsidies	(10,929)	(9,811)		
<b>44 Solid Waste Management Total</b>	<b>42,733</b>	<b>48,477</b>	<b>5,744 13.4%</b>	<b>0.89%</b>

**E REGIONAL OPERATIONS AND OTHER**

**E1 Works**

<b>Operations and Facilities</b>				
45 Operations and Capital	30,972	32,262		
46 Facilities Management and Capital	3,224	3,283		
47 <b>Operations and Facilities Subtotal</b>	<b>34,196</b>	<b>35,545</b>	<b>1,349 3.9%</b>	<b>0.21%</b>
<b>Roads Capital</b>				
48 Construction of Municipal Services	85,635	87,005		
49 Additional Road Rehabilitation Capital	7,200	7,500		
50 <b>Roads Capital Subtotal</b>	<b>92,835</b>	<b>94,505</b>		
51 Less: Regional Rehabilitation Reserve	(26,050)	(26,050)		
52 Regional Road Reserve	(12,604)	(12,600)		
53 Regional Bridge Rehabilitation	(5,525)	(5,525)		
54 Development Charges	(36,251)	(35,080)		
55 Federal Gas Tax	(4,800)	(7,500)		
56 Other Revenues	(1,400)	(1,550)		
57 <b>Roads Capital Net Subtotal</b>	<b>6,205</b>	<b>6,200</b>	<b>(5) (0.1%)</b>	<b>0.00%</b>
<b>Commuter Cycling Projects</b>				
58 Commuter Cycling Program	2,771	-		
59 Less: Ontario Municipal Commuter Cycling Program Funding	(2,217)	-		
60 <b>Commuter Cycling Projects Net Subtotal</b>	<b>554</b>	<b>-</b>	<b>(554) (0.09%)</b>	<b>(0.09%)</b>
<b>61 Works Total</b>	<b>40,955</b>	<b>41,745</b>	<b>790 1.9%</b>	<b>0.12%</b>

**E2 Road and Bridge Reserves**

62 Regional Roads Reserve - Growth	12,549	12,549		
63 Regional Roads Rehabilitation Reserve Fund	26,050	26,050		
64 Regional Bridges Rehabilitation Reserve Fund	5,525	5,525		
<b>65 Road and Bridge Reserves Total</b>	<b>44,124</b>	<b>44,124</b>	<b>- 0.0%</b>	<b>0.00%</b>



# The Regional Municipality of Durham SUMMARY OF 2019 BUSINESS PLANS AND BUDGETS

(\$,000's)

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		2018	2019		
		Restated Budget (\$,000's)	2019 Approved Budget (\$,000's)	Increase (Decrease) Over 2018 (\$,000's) %	2019 Tax Impact %
<b>E3 Health &amp; Social Services</b>					
<b>Public Health</b>					
66	Health Operations	44,371	45,786		
67	Less: Provincial Investment	(26,079)	(26,079)		
68	<b>Public Health Net Subtotal</b>	<b>18,292</b>	<b>19,707</b>	<b>1,415 7.7%</b>	<b>0.22%</b>
<b>Paramedic Services</b>					
69	Paramedic Services Operations	48,225	50,092		
70	Less: Contribution from Province & Recoveries	(22,475)	(24,208)		
71	<b>Paramedic Services Net Subtotal</b>	<b>25,750</b>	<b>25,884</b>	<b>134 0.5%</b>	<b>0.02%</b>
<b>Social Services</b>					
72	Emergency and Program Support Services	827	845		
73	Social Assistance	17,429	17,779		
74	Children's Services	9,116	9,048		
75	Family Services	5,374	5,319		
76	Housing Services	2,198	1,821		
77	Long Term Care & Services for Seniors	43,814	45,315		
78	<b>Social Services Subtotal</b>	<b>78,758</b>	<b>80,127</b>	<b>1,369 1.7%</b>	<b>0.21%</b>
79	<b>Health &amp; Social Services Total</b>	<b>122,800</b>	<b>125,718</b>	<b>2,918 2.4%</b>	<b>0.45%</b>
<b>E4 Planning &amp; Economic Development</b>					
80	Planning	5,555	5,753	198 3.6%	
81	Economic Development & Tourism	3,330	3,342	12 0.4%	
82	<b>Planning &amp; Economic Development Total</b>	<b>8,885</b>	<b>9,095</b>	<b>210 2.4%</b>	<b>0.03%</b>
<b>E5 Finance &amp; Administration</b>					
83	Regional Council	2,515	2,568		
84	Regional Chair's Office	984	960		
85	Chief Administrative Officer	3,304	3,840		
86	Corporate Services - Legal Services	2,311	2,455		
87	- Human Resources	5,621	5,982		
88	- Information Technology	13,498	15,093		
89	- Legislative Services	2,888	3,237		
90	Durham Emergency Management Office (DEMO)	732	745		
91	Emergency 9-1-1 Telephone System	3,254	3,750		
92	Finance	14,323	13,733		
93	<b>Finance &amp; Administration Total</b>	<b>49,430</b>	<b>52,363</b>	<b>2,933 5.9%</b>	<b>0.46%</b>



**The Regional Municipality of Durham**  
**SUMMARY OF 2019 BUSINESS PLANS AND BUDGETS**

(\$,000's)

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	2018	2019		
	Restated Budget (\$,000's)	2019 Approved Budget (\$,000's)	Increase (Decrease) Over 2018 (\$,000's) %	2019 Tax Impact %
<b>E6 Non-Departmental</b>				
<b>Corporate Requirements</b>				
94 Non-Departmental	191	1,089		
95 Regional Revitalization Reserve Fund	1,860	1,860		
96 Equipment Reserve	750	750		
97 Paramedic Station	1,582	1,000		
98 Regional Headquarters Reserve Fund	1,250	1,950		
99 Development Charges - Hillsdale	(248)	-		
100 Post Retirement Benefit Unfunded Liabilities	1,957	1,957		
101 9-1-1 Emergency Telephone System Backup Equipment	500	500		
102 Infrastructure Renewal Fund	16,986	16,986		
103 Property Tax Appeals	1,195	1,195		
104 DRT Passes for ODSP Recipients	350	350		
105 <b>Corporate Requirements Subtotal</b>	<b>26,373</b>	<b>27,637</b>		
<b>Revenues</b>				
106 Provincial Offences Act - Net Revenue	(63)	(60)		
107 Payment-in-Lieu	(11,094)	(11,305)		
108 Unallocated Revenues & Expenditures	2,358	(1,884)		
109 <b>Revenues Subtotal</b>	<b>(8,799)</b>	<b>(13,249)</b>		
<b>110 Non-Departmental Total</b>	<b>17,574</b>	<b>14,388</b>	<b>(3,186) (18.1%)</b>	<b>(0.49%)</b>
<b>E7 Provincial Download Services Costs</b>				
<b>Social Housing</b>				
111 Durham Regional Local Housing Corporation	5,991	6,879		
112 Provider Payments - Other	25,512	27,941		
113 Housing Supplementary Rent Program	2,861	2,863		
114 Technical Audits	106	106		
115 Capital Provisions	1,450	1,450		
116 <b>Social Housing Subtotal</b>	<b>35,920</b>	<b>39,239</b>	<b>3,319 9.2%</b>	<b>0.52%</b>
<b>Other Items</b>				
117 Property Assessment	8,503	8,761		
118 Transit (GO)	3,580	3,580		
119 Performance Measurement	150	152		
120 <b>Other Items Subtotal</b>	<b>12,233</b>	<b>12,493</b>	<b>260 2.1%</b>	<b>0.04%</b>
<b>121 Provincial Download Services Costs Total</b>	<b>48,153</b>	<b>51,732</b>	<b>3,579 7.4%</b>	<b>0.56%</b>
<b>E Regional Operations and Other Total</b>	<b>331,921</b>	<b>339,165</b>	<b>7,244 2.2%</b>	<b>1.13%</b>
<b>F Special Contributions</b>				
122 Land Conservation and Protection Reserve Fund *	570	565		
123 Durham College	350	300		
124 Hospital/Post-Secondary Education Funding	4,060	4,110		
<b>125 Special Contributions Total</b>	<b>4,980</b>	<b>4,975</b>	<b>(5) (0.1%)</b>	<b>0.00%</b>

\* 2019 Land Conservation and Protection Reserve Fund contribution has been adjusted to reflect the reversal of 2018 and recognition of 2019 one-time special project funding requests from the Conservation Authorities and the additional Land Management Funding provided by the Region.

**REGIONAL MUNICIPALITY OF DURHAM**  
**NEW POSITIONS IN THE 2019 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

Department	Position	Start Date	Number of FTEs	2019			2020		Notes
				Gross Payroll	Other Costs	Total Position Cost	Additional Cost	Annualized	
				(1) \$,000's	(2) \$,000's	(3) \$,000's	(4) \$,000's	(5)=(1)+(4) \$,000's	
Works - General Tax	Senior Project Coordinator	1-July	0.358	21	-	21	20	41	Construction Management Services - Shared with Water 0.385 and Sewer 0.257
	Project Supervisor	1-July	0.358	26	-	26	26	52	Construction Management Services - Shared with Water 0.385 and Sewer 0.257
	Clerk 3	1-July	1.000	39	-	39	40	79	Traffic Operations - Conversion of a temporary position to permanent
	Project Manager	1-July	1.000	79	-	79	79	158	Transportation Design
	Works Technician 2	1-July	1.000	50	-	50	51	101	Transportation Design
	Skilled Maintenance Worker	1-July	1.000	48	-	48	47	95	Orono Depot
	Technical Assistant	1-July	0.288	12	-	12	13	25	Facilities - Maintenance & Operations - Conversion to full time - Shared with Water 0.271, Sewer 0.386, and Solid Waste 0.055
	Technical Assistant	1-July	0.288	12	-	12	13	25	Facilities - Maintenance & Operations - Conversion to full time - Shared with Water 0.271, Sewer 0.386, and Solid Waste 0.055
	Subtotal		<b>5.292</b>	<b>287</b>	<b>-</b>	<b>287</b>	<b>289</b>	<b>576</b>	
Works - Solid Waste Management	Waste Disposal Clerk	1-July	1.000	40	-	40	41	81	Scugog Waste Management Facility - Conversion of a temporary resource to a permanent position
	Clerk 2	1-July	1.000	39	-	39	40	79	Waste Management Centre - Conversion of a temporary position to a permanent resource
	Technical Assistant	1-July	0.055	2	-	2	3	5	Facilities - Maintenance & Operations - Conversion to full time - Shared with Works-General Tax 0.288, Water 0.271 and Sewer 0.386
	Technical Assistant	1-July	0.055	2	-	2	3	5	Facilities - Maintenance & Operations - Conversion to full time - Shared with Works-General Tax 0.288, Water 0.271 and Sewer 0.386
		Subtotal		<b>2.110</b>	<b>83</b>	<b>-</b>	<b>83</b>	<b>87</b>	<b>170</b>

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

**REGIONAL MUNICIPALITY OF DURHAM**  
**NEW POSITIONS IN THE 2019 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

Department	Position	Start Date	Number of FTEs	2019			2020		Notes
				Gross Payroll	Other Costs	Total Position Cost	Additional Cost	Annualized	
				(1) \$,000's	(2) \$,000's	(3) \$,000's	(4) \$,000's	(5)=(1)+(4) \$,000's	
Paramedic Services	General Maintenance and Repair Position	1-July	1	39		39	40	79	Planning and Logistics
	Advanced Care Paramedic	1-July	4	277		277	273	550	Operations
	Primary Care Paramedic	1-July	4	259		259	232	491	Operations
	Advanced Care Paramedic	1-July	1	69		69	68	137	Primary Care Outreach Program
	Subtotal		10	644	-	644	613	1,257	
Social Services - Children's Services	Early Childhood Educator	1-July	4	202		202	202	404	Directly Operated Spaces - Conversions of temporary positions per last Collective Agreement
	Program Assistant	1-July	5	197		197	197	394	Directly Operated Spaces - Conversions of temporary positions per last Collective Agreement
	Program Assistant	1-April	4	237		237	78	315	Directly Operated Spaces - Edna Thomson - already approved by Council
	Subtotal		13	636	-	636	477	1,113	
Social Services - Family Services	Family Counsellor 2	1-January	1	125		125	-	125	Core Community Services - Primary Care Outreach Program
	Subtotal		1	125	-	125	-	125	

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

**REGIONAL MUNICIPALITY OF DURHAM**  
**NEW POSITIONS IN THE 2019 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

Department	Position	Start Date	Number of FTEs	2019			2020		Notes
				Gross Payroll	Other Costs	Total Position Cost	Additional Cost	Annualized	
				(1) \$ ,000's	(2) \$ ,000's	(3) \$ ,000's	(4) \$ ,000's	(5)=(1)+(4) \$ ,000's	
Social Service - Long Term Care	LTC Administration - Scheduling Supervisor	1-July	1	55		55	55	110	Divisional Administration
	Fairview Lodge - Recreation Programmer	1-July	1	36		36	37	73	Resident Care Program Support - potential increase in per diem funding
	Hillsdale Estates - Health Care Aide	1-July	4	145		145	145	290	Nursing and Personal Care - potential increase in per diem funding
	Hillsdale Terraces - Registered Nurse	1-July	1	65		65	66	131	Nursing and Personal Care - potential increase in per diem funding - Conversion of part time hours
	Hillsdale Terraces - Health Care Aide	1-July	1	36		36	36	72	Nursing and Personal Care - potential increase in per diem funding
	Lakeview Manor- Health Care Aide	1-July	2	73		73	72	145	Nursing and Personal Care - potential increase in per diem funding
	Lakeview Manor - Registered Nurse	1-July	1	61		61	61	122	Nursing and Personal Care - potential increase in per diem funding - Conversion of part time hours
	Subtotal		11	471	-	471	472	943	
Chief Administrative Officer	Program Coordinator	1-July	1	47	2	49	47	94	Chief Administrative Officer
	Administrative Assistant 1	1-July	1	46	2	48	46	92	Chief Administrative Officer
	Communications Coordinator	1-July	1	47	18	65	47	94	Multi Media
	Program Coordinator	1-July	1	54	2	56	54	108	Accessibility
	Subtotal		4	194	24	218	194	388	
Corporate Services - Legal Services	Senior Solicitor	1-July	1	114	8	122	114	228	Durham Regional Police Service support - Recovery from DRPS
			1	114	8	122	114	228	
Corporate Services - Legislative Services	Information Management Supervisor	1-July	1	55	6	61	55	110	Records and Information Management
			Subtotal	1	55	6	61	55	

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

**REGIONAL MUNICIPALITY OF DURHAM**  
**NEW POSITIONS IN THE 2019 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

Department	Position	Start Date	Number of FTEs	2019			2020		Notes
				Gross Payroll	Other Costs	Total Position Cost	Additional Cost	Annualized	
				(1) \$,000's	(2) \$,000's	(3) \$,000's	(4) \$,000's	(5)=(1)+(4) \$,000's	
Durham Emergency Management Office	Manager	1-July	1	72	7	79	72	144	New positions conditional upon Funding from Ontario Power Generation to recover 100% of cost
	Emergency Coordinator	1-July	5	326	34	360	326	652	
	Program Assistant	1-July	1	43	7	50	43	86	
	Subtotal		7	441	48	489	441	882	
Durham Region Transit	Conventional Operators	1-January	6	565		565	-	565	Operations - Conversion of Part Time positions as per Collective Agreement
	Conventional Operators	1-July	3	142		142	142	284	Operations
	Coordinator	1-July	1	55	8	63	55	110	Administration - Transit Technology Solutions
	Swing Supervisor	1-July	1	72	5	77	72	144	Maintenance
	Specialized Services Operator	1-July	1	47		47	47	94	North Service
	Subtotal		12	881	13	894	316	1,197	
Durham Regional Police Service	Constable	1-July	20	1,097	81	1,178	1,352	2,449	Community Policing
	Detective	1-July	1	78	3	81	78	156	Serious & Organized Crime - Investigative Services
	Detective Constable	1-July	4	297	(12)	285	268	565	Serious & Organized Crime - Investigative Services
	Staff Sergeant	1-July	1	112	14	126	62	174	Administrative Support - Continuous Improvement Unit
	IT Developer - Civilian	1-July	1	73	1	74	54	127	Administrative Support - Continuous Improvement Unit
	Communicators	1-July	5	301	8	309	294	595	Communications / 911
	Subtotal		32	1,958	95	2,053	2,108	4,066	
<b>Total Property Tax Supported Regional Departments (including Police)</b>			<b>99</b>	<b>5,889</b>	<b>194</b>	<b>6,083</b>	<b>5,166</b>	<b>11,055</b>	

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

# REGIONAL MUNICIPALITY OF DURHAM

## 2019 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
<b>Social Services</b>						
Emergency Management & Program Support	-					
Social Assistance	15	15				
Children's Services	6		6			
Family Services	34	25	9			
Housing Services	7	5	2			
Long-Term Care Divisional Administration	-					
Fairview Lodge	36		36			
Hillsdale Estates	62		62			
Hillsdale Terraces	36		36			
Lakeview Manor	23		23			
Adult Day Program	-					
<b>Social Services Subtotal</b>	<b>219</b>	<b>45</b>	<b>174</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Works</b>						
General Tax	370		10		294	66
Solid Waste Management	-					
<b>Works Subtotal</b>	<b>370</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>294</b>	<b>66</b>
<b>Other Departments</b>						
Health - Public Health	67	54	13			
Health - Paramedic Services	458				320	138
Planning	30	30				
Economic Development & Tourism	-					
Council/Chair/CAO	20		8			12
Durham Emergency Management Office	98	35	13	50		
Corporate Services - Human Resources	19					19
Corporate Services - Information Technology	-					
Corporate Services - Legislative Services	81	80	1			
Corporate Services - Legal Services	8	5	3			
Corporate Services - Legal Services - POA	110	110				
Emergency 9-1-1	411		411			
Finance	52	52				
Regional Headquarters	60					60
Non Departmental	-					
Police	105		17			88
Transit	39	17	14			8
<b>Other Departments Subtotal</b>	<b>1,558</b>	<b>383</b>	<b>480</b>	<b>50</b>	<b>320</b>	<b>325</b>
<b>TOTAL - TCA NEW</b>	<b>2,147</b>	<b>428</b>	<b>664</b>	<b>50</b>	<b>614</b>	<b>391</b>

# REGIONAL MUNICIPALITY OF DURHAM

## 2019 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
<b>Social Services</b>						
Emergency Management & Program Support Services	4		4			
Social Assistance	91		91			
Children's Services	103	34	10			59
Family Services	110		10			100
Housing Services	19		19			
Long-Term Care Administration	6	1	5			
Fairview Lodge	267	10	18			239
Hillsdale Estates	567		39			528
Hillsdale Terraces	255		27	77		151
Lakeview Manor	308		37			271
Adult Day Program	-					
<b>Social Services Subtotal</b>	<b>1,730</b>	<b>45</b>	<b>260</b>	<b>77</b>	<b>-</b>	<b>1,348</b>
<b>Works</b>						
General Tax	9,231	1	61	851	8,307	11
Solid Waste Management	1,147		22		225	900
<b>Works Subtotal</b>	<b>10,378</b>	<b>1</b>	<b>83</b>	<b>851</b>	<b>8,532</b>	<b>911</b>
<b>Other Departments</b>						
Health - Public Health	411	40	301	20		50
Health - Paramedic Services	1,679	35	6		1,449	189
Planning	40		40			
Economic Development & Tourism	7		7			
Council/Chair/CAO	32	16	16			
Durham Emergency Management Office	15		15			
Corporate Services - Human Resources	50		40			10
Corporate Services - Information Technology	1,194	9	998			187
Corporate Services - Legislative Services	44	25	19			
Corporate Services - Legal Services	22	5	17			
Corporate Services - Legal Services - POA	51		51			
Emergency 9-1-1	-					
Finance	87		87			
Regional Headquarters	651			500		151
Non-Departmental	900		900			
Police	3,930	120	1,115	515	1,492	688
Transit	214	4	62	54		94
<b>Other Departments Subtotal</b>	<b>9,327</b>	<b>254</b>	<b>3,674</b>	<b>1,089</b>	<b>2,941</b>	<b>1,369</b>
<b>TOTAL - TCA REPLACEMENT</b>	<b>21,435</b>	<b>300</b>	<b>4,017</b>	<b>2,017</b>	<b>11,473</b>	<b>3,628</b>



**2019 - 2028  
Capital Forecast**

**General Purposes\***

**TANGIBLE CAPITAL ASSET REQUIREMENTS (\$000's)**

	Approved	Forecast					<u>2024- 2028</u>	<b>Total 2020- 2028</b>
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>			
<b>Police Service</b>								
Operations Training Centre - Phase 2	-	-	-	-	-	25,000	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	-	-	-	-	400	3,000	3,400	
Central East Division	-	-	-	-	400	50,000	50,400	
<b>Police Service subtotal</b>	<b>515</b>	<b>56,000</b>	<b>1,000</b>	<b>3,500</b>	<b>29,300</b>	<b>83,000</b>	<b>172,800</b>	
<b>Paramedic Service</b>								
Ambulance Stations - Seaton	3,500	-	-	-	-	-	-	
- Clarington	-	3,800	-	-	-	-	3,800	
- Uxbridge	-	-	-	-	-	5,700	5,700	
Ambulances & Equipment - Growth Related	458	521	292	-	292	1,064	2,169	
Ambulances & Equipment Replacement	1,678	2,395	2,767	2,052	4,607	15,993	27,814	
<b>Paramedic Service subtotal</b>	<b>5,636</b>	<b>6,716</b>	<b>3,059</b>	<b>2,052</b>	<b>4,899</b>	<b>22,757</b>	<b>39,483</b>	
<b>Health &amp; Social Services</b>								
New Ontario Works Delivery Location	-	-	-	20,000	-	-	20,000	
Sunderland Relocation and Expansion - Child Care	-	1,250	-	-	-	-	1,250	
Seaton Facility	-	8,300	-	-	-	-	8,300	
<b>Health &amp; Social Services subtotal</b>	<b>-</b>	<b>9,550</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>29,550</b>	
<b>Headquarters - Space Optimization</b>	<b>450</b>	<b>5,950</b>	<b>4,000</b>	<b>4,000</b>	<b>3,500</b>	<b>-</b>	<b>17,450</b>	
<b>Works Operations</b>								
Regional Roads Program	94,505	114,095	129,538	127,194	135,631	695,218	1,201,676	
<b>Works Operations subtotal</b>	<b>94,505</b>	<b>114,095</b>	<b>129,538</b>	<b>127,194</b>	<b>135,631</b>	<b>695,218</b>	<b>1,201,676</b>	
<b>TOTAL TCA REQUIREMENTS</b>	<b>101,106</b>	<b>192,311</b>	<b>137,597</b>	<b>156,746</b>	<b>173,330</b>	<b>800,975</b>	<b>1,460,959</b>	

\* Excludes Durham Region Transit and Solid Waste



**2019 Capital Financing**

**General Purposes\***

**2019 CAPITAL FINANCING (\$000's)**

	<u>Headquarters -</u>				
	<u>Police</u>	<u>Paramedic</u>	<u>Space Optimization</u>	<u>Roads</u>	<u>Total</u>
Property Taxes	515	2,987	237	6,200	<b>9,939</b>
Development Charges	-	2,649	-	35,080	<b>37,729</b>
Rehabilitation / Special Road Reserve Funds	-	-	-	44,175	<b>44,175</b>
Federal Gas Tax	-	-	-	7,500	<b>7,500</b>
Other (1) (2)	-	-	213	1,550	<b>1,763</b>
<b>Total Financing</b>	<b>515</b>	<b>5,636</b>	<b>450</b>	<b>94,505</b>	<b>101,106</b>

Notes:

1. Contribution from Reserves for Headquarters Space Optimization
2. Contribution from Simcoe County

**\* Excludes Durham Region Transit and Solid Waste**



**CAPITAL EXPENDITURES**  
(\$000's)

	Budget					Forecast					TOTAL
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2019-2028
<b>EXPENDITURES:</b>											
1 Clarington Police Complex Phase 2-Regional Support Centre and Centre for Investigative Excellence		\$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					\$400			5,000	45,000		\$50,400
<b>TOTAL EXPENDITURES</b>	<b>\$515</b>	<b>\$56,000</b>	<b>\$1,000</b>	<b>\$3,500</b>	<b>\$29,300</b>	<b>\$6,000</b>	<b>\$24,000</b>	<b>\$6,000</b>	<b>\$46,000</b>	<b>\$1,000</b>	<b>\$173,315</b>
Property Taxes (Facility Re/Re and FFE)	\$515	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,515
Debentures	0	\$55,000	\$0	\$2,500	\$28,300	\$5,000	\$23,000	5,000	45,000	0	\$163,800
Dev't Charges											\$0
Other(Surplus)											\$0
<b>TOTAL FINANCING</b>	<b>\$515</b>	<b>\$56,000</b>	<b>\$1,000</b>	<b>\$3,500</b>	<b>\$29,300</b>	<b>\$6,000</b>	<b>\$24,000</b>	<b>\$6,000</b>	<b>\$46,000</b>	<b>\$1,000</b>	<b>\$173,315</b>



NEED/EXPLANATION OF PROJECT		
1	Clarington Police Complex Phase 2 (Regional Support Centre and Centre for Investigative Excellence)	Phase 2 consists of the Regional Support Centre and the Centre for Investigative Excellence. It will be located at the intersection of Highway 2 and Maple Grove Road in Clarington with the existing East Division and Forensic Investigation Facility which opened in 2016. The space plans are based on estimates of future staffing and functional needs to ensure that the buildings are sufficiently sized for a building life of 30 to 40 years.
	Regional Support Centre	To house Tactical Support Unit, Canine Unit, Evidence and Property, Fleet, Quartermaster, and Facilities which are currently in rented facilities in Courtice and Tactical Support now located in the basement of Central East(Oshawa) Division. These permanent functions will be more economically housed in a regionally-owned facility rather than in rented facilities over the long term.
	Where is this function currently housed?	19 Courtice Court, Courtice in 23,505 sf. of leased space 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 Serious & Organized Crime 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.
	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 EMS Headquarters at 4060 Anderson Street.
2	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 at Durham College.
	Where is this function currently housed?	Durham College in 23,004 sf of leased space.
	Why is the current facility inadequate?	The lease at the college expires January 20, 2022. The college has indicated they would like to terminate the lease in June 2020. If they do not terminate early it is expected that they will not renew the lease upon its expiry. As there is insufficient time to design and build prior OTC Phase 2 by either the 2020 or 2022 a temporary interim leased location is expected to be sought. This interim location would allow for the deferral of OTC Phase 2 construction as indicated on this schedule. Should the college provide assurances that the lease will be renewed a new location is still required as the existing location is cramped and does not provide adequate facilities to allow the PEIC to fulfill their administrative and training needs.
3	Facility Repairs	2019 Projects: North Div UPS Repl; Central East Div Chiller and Boiler Repl; Central West Div. Access Control Repl, 2020 Projects: North Div. Roof Recoating; Central East Div. Vehicle Wash Repl, Access Control Repl, and IT Dx #1 and #2 Repl.; and Central West Div Pavement Repl and BAS Repl. 2021 Projects: Central East Div Public Entrance & Lobby Renovation., Water Proofing Planters; Central West Div Roof Recoating; West Div Pavement Repl and Additional Visitor Parking and Access Control at several sites. NOTE: Projects listed far exceed funding requested. Projects completed will depend on available funding and determined priority.
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 47 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.



**2019 - 2028  
Capital Forecast**

**Health - Paramedic  
Services**

**EXPENDITURES FOR FUTURE BUDGET APPROVAL**

(\$,000's)

Type and Notes	Description	Current						2020-2028
		2019	2020	2021	2022	2023	2024-2028	TOTAL
<b>NEW</b>								
<b>Machinery &amp; Equipment</b>								
1	Stairchairs	3	2	2	-	2	6	12
1	Scoop Stretchers	3	2	2	-	2	6	12
1	Defibrillators	-	35	35	-	35	140	245
1	Computers for Vehicles	-	13	13	-	13	52	91
1	Power Cots	75	25	50	-	50	100	225
1	Power Load Systems	57	-	-	-	-	-	-
2	Standby Generators	-	254	-	-	-	-	254
<b>Vehicles</b>								
1	Ambulances	320	190	190	-	190	760	1,330
		-	-	-	-	-	-	-
<b>Building</b>								
3	Seaton Station Construction	3,500	-	-	-	-	-	-
4	Clarington Station Construction	-	3,800	-	-	-	-	3,800
<b>New Subtotal</b>		<b>3,958</b>	<b>4,321</b>	<b>292</b>	<b>-</b>	<b>292</b>	<b>1,064</b>	<b>5,969</b>
Type and Notes	Description	Current						2020-2028
		2019	2020	2021	2022	2023	2024-2028	TOTAL
<b>REPLACEMENT</b>								
<b>Machinery &amp; Equipment</b>								
5	Defibrillators	-	-	-	-	2,240	2,240	4,480
6	Bariatric Stretcher	-	35	-	35	-	35	105
7	Stairchairs	-	193	-	-	-	193	386
7	Scoop Stretchers	-	-	120	-	-	120	240
8	Main Stretchers	-	-	-	-	-	1,040	1,040
9	Portable Suction Units	45	-	-	-	-	-	-
10	Station Computers	6	6	6	6	6	30	54
11	Computers for Vehicles	-	-	260	-	-	260	520
12	Office and Station Furniture	35	35	35	35	35	175	315
13	Power Load Systems	144	-	-	-	-	-	-
<b>Vehicles</b>								
14	Ambulances	1,448	1,900	1,900	1,900	2,090	11,210	19,000
15	Bariatric Special Purpose Vehicle	-	-	210	-	-	210	420
16	Emergency Response Vehicle/Command Vehicle	-	76	76	76	76	380	684
17	Logistics Delivery Truck	-	-	100	-	100	100	300
18	ESU/Special Events Trailer	-	-	60	-	60	-	120
<b>Building</b>								
19	Uxbridge Response station	-	-	-	-	-	5,700	5,700
<b>Land/Land Improvement</b>								
20	Asphalt Repairs	-	150	-	-	-	-	150
<b>Replacement Subtotal</b>		<b>1,678</b>	<b>2,395</b>	<b>2,767</b>	<b>2,052</b>	<b>4,607</b>	<b>21,693</b>	<b>33,514</b>
<b>TOTAL TANGIBLE CAPITAL ASSETS:</b>		<b>5,636</b>	<b>6,716</b>	<b>3,059</b>	<b>2,052</b>	<b>4,899</b>	<b>22,757</b>	<b>39,483</b>
Financing will be sourced from a combination of property taxes, provincial subsidy, development charges and contribution from reserves								



## 2019 - 2028 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 additional staffing requests. (2-2019, 1-2020, 1-2021, 1-2023, 2-2025, 2-2027). All new ambulances require the following equipment: 2 Toughbook mobile computers, a stairchair, a main stretcher, scoop stretcher, and defibrillator. In addition, power cots and power load systems may be required for new ambulance purchases.
2. Standby generators are required at the Ajax and Oshawa South paramedic response stations to ensure continuous operation in the event of a power failure.
3. New paramedic response station in Seaton - design and construction costs.
4. A new Clarington response station to replace the leased station in Bowmanville is needed to meet increasing call volumes and ensure legislative response times are met.

### REPLACEMENT:

5. Defibrillators are required to be replaced every 5 years. Cyclical replacement is scheduled for 2023 and 2028. There is an annual contribution to a reserve fund for this purpose and will cover the cost of the replacement.
6. 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. (1-2020, 1-2022, 1-2027)
7. 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.
8. Based on manufacturer's recommendations, main stretchers require a refurbishment at 5 years to extend their life cycle to 7 years. (refurbishment 43-2024) (replacement 43-2026)
9. Potable suction units have reached end of life and require cyclical replacement to ensure staff have the necessary equipment to effectively manage airway issues during patient care.
10. All computers at HQ and in all paramedic response stations are replaced on a 4 year lifecycle in accordance with Corporate IT policy requirements.
11. 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.
12. 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.
13. Power load systems are required to be installed in the replacement ambulances being ordered to ensure all fleet are equipped with appropriate equipment for safely loading and unloading patients from ambulances.
14. Based on the size of the fleet and as per the approved provincial replacement schedule, the number of replacement ambulances required are 9 in 2019, 10 in 2020, 10 in 2021, 10 in 2022, 11 in 2023, 11 in 2024, 12 in 2025, 12 in 2026, 12 in 2027 and 12 in 2028.
15. Bariatric Special purpose vehicles will require cyclical replacement. (1-2021, 1-2027)
16. Emergency response 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. (1-2020, 1-2021, 1-2022, 1-2023, 1-2024, 1-2025, 1-2026, 1-2027, 1-2028).
17. Logistics delivery trucks require cyclical replacement to meet the service operational requirements and the provincial approved replacement schedule. (1-2021, 1-2023, 1-2028)
18. ESU/Special event trailers require cyclical replacement every 15 years and will require replacement in 2021, 2023 and 2028 to meet service operational requirements, emergency and preparedness planning, and increase paramedic service demands at community special events, festivals, and contractual services.
19. Construction (2024) for the replacement of the current Paramedic Response Station in Uxbridge which is an aging leased property.
20. Asphalt repairs are required for the Whitby paramedic response station/headquarters.



# 2019 - 2028 Capital Forecast

## Social Services

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

Type and Notes	Description	Current						2020-2028 TOTAL
		2019	2020	2021	2022	2023	2024-2028	
<b>NEW</b>								
<b>Machinery &amp; Equipment:</b>								
	Social Assistance	15	-	-	-	-	-	-
	Children's Services	6	21	-	-	-	-	21
	Family Services	34	-	-	-	-	-	-
	Housing Services	7	18	-	-	-	-	18
<b>Building/Land:</b>								
<b>Social Assistance</b>								
	New Ontario Works Delivery Site	-	-	-	20,000	-	-	20,000
1	Seaton Program Delivery Site	-	6,400	-	-	-	-	6,400
<b>Children's Services</b>								
2	Relocation and Expansion - Sunderland CC	-	1,250	-	-	-	-	1,250
<b>Family Services</b>								
3	Seaton Program Delivery Site	-	1,900	-	-	-	-	1,900
<b>New Subtotal</b>		<b>62</b>	<b>9,589</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>29,589</b>



# 2019 - 2028 Capital Forecast

## Social Services

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

Type and Notes	Description	2019	2020	2021	2022	2023	2024-2028	2020-2028 TOTAL
<b>REPLACEMENT</b>								
4	<b>Machinery &amp; Equipment:</b>							
	Emergency Management and Program Support Services	5	-	18	8	2	60	88
	Social Assistance	91	67	67	71	90	368	663
	Children's Services	104	26	34	28	-	81	169
	Family Services	110	40	17	12	19	94	182
	Housing Services	19	17	6	25	15	99	162
5	<b>Building/Land:</b>							
	<b>Children's Services</b>							
	Roof Replacement - Lakewoods ELCC	-	-	-	-	-	16	16
	Roof Replacement - Pickering ELCC	-	-	-	-	-	27	27
	Roof Replacement - Whitby ELCC	-	34	92	-	-	-	126
<b>Replacement Subtotal</b>		<b>329</b>	<b>184</b>	<b>234</b>	<b>144</b>	<b>126</b>	<b>745</b>	<b>1,433</b>
<b>TOTAL TANGIBLE CAPITAL ASSETS:</b>		<b>391</b>	<b>9,773</b>	<b>234</b>	<b>20,144</b>	<b>126</b>	<b>745</b>	<b>31,022</b>



## 2019 - 2028 Capital Forecast

## Social Services

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

#### **NEW:**

1. A new Ontario Works delivery site is proposed for the Seaton community in 2020. 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. Relocation and expansion of the Sunderland CC in 2020
3. The Seaton program delivery site is contained in the forecast and is contingent on the development of land in this

#### **REPLACEMENT:**

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



## 2019 - 2028 Capital Forecast

## Social Services - LTC & Services for Seniors

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

Type and Notes	Description	Current						2020-2028 TOTAL
		2019	2020	2021	2022	2023	2024-2028	
<b>NEW</b>								
<b>Machinery &amp; Equipment:</b>								
<b>Fairview</b>								
1	Point of Care Tablets	36	-	-	-	-	32	32
	Shade sails for Marigold Lane courtyard	-	50	-	-	-	-	50
	Smaller industrial washers	-	15	-	-	-	-	15
<b>Hillsdale Estates</b>								
1	Point of Care Tablets	62	-	2	-	-	118	120
<b>Hillsdale Terraces</b>								
	Computer Equipment/ipads	-	-	-	-	-	69	69
1	Point of Care Tablets	37	-	-	-	-	-	-
<b>Lakeview Manor</b>								
1	Point of Care Tablets	23	-	-	-	-	46	46
	Convection Oven	-	-	25	-	-	-	25
	Wheelchair Swing	-	-	20	-	-	-	20
<b>Building:</b>								
<b>Hillsdale Estates</b>								
	Dining Kitchenettes Renovations	-	150	150	-	-	-	300
<b>Lakeview Manor</b>								
	Accessibility Upgrades	-	-	-	-	-	125	125
	Concrete and site work ADP & Recreation	-	50	-	-	-	-	50
	Greenhouse	-	-	-	-	250	-	250
	New improved gazebo w sun walls ADP	-	-	-	5	-	-	5
<b>Land/Land Improvement:</b>								
<b>Hillsdale Estates</b>								
	New Roof for 4th Floor	-	350	-	-	-	-	350
	Balconies	-	430	-	-	-	-	430
	Secured Garden Courtyard	-	430	-	-	-	-	430
<b>New Subtotal</b>		<b>158</b>	<b>1,045</b>	<b>197</b>	<b>5</b>	<b>250</b>	<b>390</b>	<b>1,887</b>



# 2019 - 2028 Capital Forecast

## Social Services - LTC & Services for Seniors

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

Type and Notes	Description	Current						2020-2028 TOTAL
		2019	2020	2021	2022	2023	2024-2028	
<b>REPLACEMENT</b>								
<b>Machinery &amp; Equipment:</b>								
2	LTC Administration	6	-	-	-	-	-	-
2	Fairview	267	306	112	168	132	738	1,456
2	Hillsdale Estates	567	972	624	312	202	1,975	4,085
2	Hillsdale Terraces	178	974	417	563	159	2,061	4,174
2	Lakeview Manor	309	353	244	288	64	925	1,874
<b>Vehicles:</b>								
	Fairview Lodge	-	-	20	-	-	-	20
<b>Building:</b>								
3	Hillsdale Estates	-	3,177	155	28	111	6,339	9,810
3	Hillsdale Terraces	-	193	134	32	32	3,307	3,698
3	Lakeview Manor	-	148	22	10	50	250	480
<b>Land/Land Improvement:</b>								
3	Hillsdale Estates	-	393	393	393	1,455	317	2,951
3	Lakeview Manor	-	-	-	-	-	625	625
3	Hillsdale Terraces	77	266	266	266	266	274	1,338
<b>Replacement Subtotal</b>		<b>1,404</b>	<b>6,782</b>	<b>2,387</b>	<b>2,060</b>	<b>2,471</b>	<b>16,811</b>	<b>30,511</b>
<b>TOTAL TANGIBLE CAPITAL ASSETS:</b>		<b>1,562</b>	<b>7,827</b>	<b>2,584</b>	<b>2,065</b>	<b>2,721</b>	<b>17,201</b>	<b>32,398</b>

**Notes:**

**NEW:**

1. The Homes are implementing a new Electronic Health Record system and "point of care" technology.

**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.

# APPROVED 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
98	Bowmanville Ave. (N. of Conc. 7 to S. limit of proposed roundabout at Reg. Rd. 3)	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	530,000	0	530,000	530,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,220,000	0	1,220,000	1,220,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	600,000	0	600,000	600,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	700,000	0	700,000	700,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	150,000	0	150,000	150,000	0	0	0	0
123	Engineering Activities	O.1	E,A,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		50,000	0	50,000	50,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>7,160,000</b>	<b>0</b>	<b>6,200,000</b>	<b>6,200,000</b>	<b>192,000</b>	<b>19,200</b>	<b>76,800</b>	<b>672,000</b>
<b>B Special Rehabilitation Levy</b>											
9	Conc. Rd. 7 (Reg. Rd. 11 to 0.4 km N. of Ashworth Rd.)	N/A	C	6,100,000	0	6,100,000	6,100,000	0	0	0	0
11	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to S. of Adelaide Ave.)	N/A	D	100,000	0	100,000	100,000	0	0	0	0
14	Grandview St. N. (Hwy 407 to Columbus Rd. E.) and Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	N/A	D,P,U,C	500,000	0	500,000	500,000	0	0	0	0
15	Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))	N/A	D,P	475,000	0	475,000	475,000	0	0	0	0
21	Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)	N/A	C	2,800,000	0	2,800,000	2,800,000	0	0	0	0
29	Ganaraska Rd. (2.0 km E. of Maynard Rd. to 0.4 km E. of Reg. Rd. 18)	N/A	D	100,000	0	100,000	100,000	0	0	0	0
32	Zephyr Rd. (Conc. 5 to 0.7 km east of Conc. 5)	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
33	Reg. Rd. 13. (Lake Ridge Rd. to 1.5 km west of Highway 12) PH II	N/A	C	3,800,000	0	3,800,000	3,800,000	0	0	0	0
56	Lake Ridge Rd. (N. of Reg. Rd. 5 to S. of Chalk Lake Rd.)	N/A	D,U,C	350,000	0	350,000	350,000	0	0	0	0
57	Lake Ridge Rd. (Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.)	N/A	D,U	150,000	0	150,000	150,000	0	0	0	0
71	York Durham Line (Wagg Rd. to Aurora Rd.)	N/A	C	800,000	0	800,000	800,000	0	0	0	0
72	York Durham Line (Reg. Rd. 8 to Vivian Rd.)	N/A	C	3,600,000	0	3,600,000	3,600,000	0	0	0	0
86	Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)	N/A	U	200,000	0	200,000	200,000	0	0	0	0
96	Bowmanville Ave. (Taunton Rd. to Hwy 407)	N/A	U	50,000	0	50,000	50,000	0	0	0	0
105	Wentworth St. (Simcoe St. to Farewell St.)	N/A	D	100,000	0	100,000	100,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	5,625,000	0	5,625,000	5,625,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>26,050,000</b>	<b>0</b>	<b>26,050,000</b>	<b>26,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# APPROVED 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>B2 Federal Gas Tax Funds</b>											
5	Brock Rd. (0.24 km N. of Mowbray St. to 0.3 km S. of Conc. Rd. 7)	N/A	C	400,000	400,000	0	0	0	0	0	0
7	Brock Rd (3.0 km S. of Reg. Rd. 21 to the proposed roundabout limit at Goodwood)	N/A	C	2,700,000	2,700,000	0	0	0	0	0	0
26	9th Conc. (Sideline 12 to W. of Lake Ridge Rd.)	N/A	C	3,000,000	3,000,000	0	0	0	0	0	0
99	Regional Road 57 (Hwy. 7A to urban limit S. of Caesarea)	N/A	C	1,400,000	1,400,000	0	0	0	0	0	0
<b>Total Federal Gas Tax Funds</b>				<b>7,500,000</b>	<b>7,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
134	Reg. Rd. 2, Oshawa Creek Bridge Rehabilitation	N/A	D,P,U	175,000	0	175,000	175,000	0	0	0	0
141	Reg. Rd. 4, Hampton Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
147	Reg. Rd. 8, Nonquon Bridge Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
148	Reg. Rd. 11, Smith Bridge Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
150	Reg. Rd. 13, Laurie Bridge Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
151	Reg. Rd. 15, Beaverton River Bridge Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
162	Reg. Rd. 23, White's Creek Bridge Rehabilitation	N/A	C	200,000	0	200,000	200,000	0	0	0	0
163	Reg. Rd. 28, Rossland Rd. Over Oshawa Creek Bridge Rehabilitation	N/A	D	250,000	0	250,000	250,000	0	0	0	0
170	Reg. Rd. 43, Cochrane St. / CP Overpass Replacement	N/A	C	2,450,000	0	2,450,000	2,450,000	0	0	0	0
174	Reg. Rd. 50, Trent Canal Overpass Rehabilitation	N/A	C	3,100,000	1,550,000	1,550,000	1,550,000	0	0	0	0
180	Reg. Rd. 57, Burketon Overpass Bridge Replacement	N/A	D	300,000	0	300,000	300,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>7,075,000</b>	<b>1,550,000</b>	<b>5,525,000</b>	<b>5,525,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. (Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd.)	1.4	D	450,000	0	36,000	36,000	82,800	8,280	33,120	289,800
6	Brock Rd. / 7th Concession Rd. Intersection	1.2	D	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
16	Reg. Rd. 3 (Concession 8) / Bowmanville Ave. (Reg. Rd. 57) Intersection	1.7	C	3,400,000	0	340,000	340,000	612,000	61,200	244,800	2,142,000
20	Taunton Rd. / Anderson St. Intersection	1.9	D,U	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
25	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.13	EA	50,000	0	5,000	5,000	9,000	900	3,600	31,500
30	Reg. Rd. 12 / Lake Ridge Rd. Intersection	1.14	C	700,000	0	70,000	70,000	126,000	12,600	50,400	441,000
35	Liberty St. / (Concession Rd. 3, Freeland Ave - Bons Ave. Intersection)	1.16 & 1.17	U	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
37	Ritson Rd (N. of Taunton Rd. to Conlin Rd.)	16.1	D	500,000	0	205,000	205,000	59,000	5,900	23,600	206,500
46	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	EA,D	800,000	0	48,000	48,000	150,400	15,040	60,160	526,400
49	Victoria St. (South Blair St. to W. of Thickson Rd.)	22.4	D,P,U,C	11,500,000	0	1,150,000	1,150,000	2,070,000	207,000	828,000	7,245,000
50	Victoria St./Bloor St. from east of Thickson Rd. to west of Stevenson Rd.	22.5	P	500,000	0	130,000	130,000	74,000	7,400	29,600	259,000
54	Lake Ridge Rd. (Bayly St. to Kingston Rd. - Dundas St.)	23.1	P	100,000	0	27,000	27,000	14,600	1,460	5,840	51,100
55	Lake Ridge Rd. (Kingston Rd. - Dundas St. to Rossland Rd.)	23.2	D	300,000	0	33,000	33,000	53,400	5,340	21,360	186,900
60	Thickson Rd. / Burns St. Intersection	1.26	D,U	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
61	Thickson Rd. / Rossland Rd. Intersection	1.27	D	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
62	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	EA,D	1,000,000	0	90,000	90,000	182,000	18,200	72,800	637,000
65	Rossland Rd. / Cochrane St. Intersection	1.29	D	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
66	Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection	1.30	C	5,000,000	0	500,000	500,000	900,000	90,000	360,000	3,150,000
68	Rossland Rd. (Ritson Rd. to Harmony Rd.)	28.1	D	500,000	0	25,000	25,000	95,000	9,500	38,000	332,500
70	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	D	300,000	0	21,000	21,000	55,800	5,580	22,320	195,300
72	York Durham Line / Region Rd. 8 Intersection	1.32	C	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
72	York Durham Line / Vivian Rd. Intersection	1.33	C	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000

# APPROVED 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
73	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.34, 1.35, 1.36	D	500,000	0	50,000	50,000	90,000	9,000	36,000	315,000
74	Westney Rd. (Bayly St. to Hwy 401)	31.1	EA	300,000	0	24,000	24,000	55,200	5,520	22,080	193,200
75	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	EA,C	1,300,000	0	117,000	117,000	236,600	23,660	94,640	828,100
76	Westney Rd. (N. of Rossland Rd. to Taunton Rd.)	31.4	U	150,000	0	4,500	4,500	29,100	2,910	11,640	101,850
78	Harmony Rd. (N. of Coldstream Dr. to S. of Conlin Rd.)	33.4	C	5,400,000	0	432,000	432,000	993,600	99,360	397,440	3,477,600
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	EA	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
89	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	D	500,000	0	30,000	30,000	94,000	9,400	37,600	329,000
90	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	D	500,000	0	220,000	220,000	56,000	5,600	22,400	196,000
91	Townline Rd. (Beatrice Rd. to Taunton Rd.)	55.3	EA,D,P,U	250,000	0	32,500	32,500	43,500	4,350	17,400	152,250
97	Bowmanville Ave. / Concession 7 Intersection	1.46	EA	50,000	0	5,000	5,000	9,000	900	3,600	31,500
100	Manning Rd./ Brock St. Intersection	1.47	C	2,000,000	0	200,000	200,000	360,000	36,000	144,000	1,260,000
101	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. to Thornton Rd.)	58.1	U	100,000	0	1,000	1,000	19,800	1,980	7,920	69,300
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	P	900,000	0	0	0	180,000	18,000	72,000	630,000
103	Gibb St. (E. of Stevenson Rd. to Simcoe St.)	59.1	D,P	1,400,000	0	406,000	406,000	198,800	19,880	79,520	695,800
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	P	1,000,000	0	40,000	40,000	192,000	19,200	76,800	672,000
107	Regional Highway 2 / Lambs Rd. Intersection	1.48	EA	50,000	0	5,000	5,000	9,000	900	3,600	31,500
110	Regional Highway 47 / Concession 6 Intersection	1.49	D	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	910,000	0	91,000	91,000	163,800	16,380	65,520	573,300
124	Property Acquisition	0.2	P	125,000	0	12,500	12,500	22,500	2,250	9,000	78,750
127	Contingencies Development Related	0.4		335,000	0	33,500	33,500	60,300	6,030	24,120	211,050
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>46,720,000</b>	<b>0</b>	<b>4,824,000</b>	<b>4,824,000</b>	<b>8,379,200</b>	<b>837,920</b>	<b>3,351,680</b>	<b>29,327,200</b>
<b>Grand Total Attribution</b>				<b>94,505,000</b>	<b>9,050,000</b>	<b>42,599,000</b>	<b>42,599,000</b>	<b>8,571,200</b>	<b>857,120</b>	<b>3,428,480</b>	<b>29,999,200</b>
Available Development Charges								<b>1,652,300</b>	<b>0</b>	<b>3,428,480</b>	<b>-1,652,300</b>
Development Charge Shortfall to be Financed from Special Levy for Growth Related Projects								<b>6,918,900</b>	<b>857,120</b>	<b>0</b>	<b>0</b>
<b>Grand Total Financing</b>				<b>94,505,000</b>	<b>9,050,000</b>	<b>42,599,000</b>	<b>42,599,000</b>	<b>1,652,300</b>	<b>0</b>	<b>3,428,480</b>	<b>29,999,200</b>

**NOTES:**

**1) Other Sources of Revenue Include:**

Federal Gas Tax Funding	\$7,500,000
Simcoe County	<u>\$1,550,000</u>
<b>TOTAL</b>	<b><u>\$9,050,000</u></b>

## APPROVED 2020 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
105	Wentworth St. (Simcoe St. to Farewell St.)	N/A	C	2,036,000	0	2,036,000	2,036,000	0	0	0	0
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	0	0	0	0	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,430,000	0	1,430,000	1,430,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	1,060,000	0	1,060,000	1,060,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,986,000</b>	<b>0</b>	<b>7,981,000</b>	<b>7,981,000</b>	<b>201,000</b>	<b>20,100</b>	<b>80,400</b>	<b>703,500</b>
<b>B Special Rehabilitation Levy</b>											
10	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	N/A	C	5,500,000	0	5,500,000	5,500,000	0	0	0	0
11	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to S. of Adelaide Ave.)	N/A	C	10,000,000	0	10,000,000	10,000,000	0	0	0	0
14	Grandview St. N. (Hwy 407 to Columbus Rd. E.) and Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	N/A	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
15	Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))	N/A	U,C	300,000	0	300,000	300,000	0	0	0	0
23	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	N/A	P,U,C	3,300,000	0	3,300,000	3,300,000	0	0	0	0
29	Ganaraska Rd. (2.0 km E. of Maynard Rd. to 0.4 km E. of Reg. Rd. 18)	N/A	U	50,000	0	50,000	50,000	0	0	0	0
31	Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
56	Lake Ridge Rd. (N. of Reg. Rd. 5 to S. of Chalk Lake Rd.)	N/A	C	4,250,000	0	4,250,000	4,250,000	0	0	0	0
57	Lake Ridge Rd. (Chalk Lake Rd. to 1.5 km north of Chalk Lake Rd.)	N/A	C	3,100,000	0	3,100,000	3,100,000	0	0	0	0
92	Farewell St. (Harbour Rd. to Bloor St.)	N/A	C	3,450,000	0	3,450,000	3,450,000	0	0	0	0
96	Bowmanville Ave. (Taunton Rd. to Hwy 407)	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	464,000	0	464,000	464,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>36,914,000</b>	<b>0</b>	<b>36,914,000</b>	<b>36,914,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# APPROVED 2020 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>C Structure Rehabilitation/Replacement Funding</b>											
134	Reg. Rd. 2, Oshawa Creek Bridge Rehabilitation	N/A	C	4,200,000	0	4,200,000	4,200,000	0	0	0	0
153	Reg. Rd. 16, Ritson Rd. / CP Overpass Rehabilitation	N/A	C	4,000,000	0	4,000,000	4,000,000	0	0	0	0
161	Reg. Rd. 23, Beaverton Bridge Rehabilitation	N/A	C	3,100,000	0	3,100,000	3,100,000	0	0	0	0
179	Reg. Rd. 57, Robins Bridge Rehabilitation	N/A	C	1,200,000	0	1,200,000	1,200,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>12,500,000</b>	<b>0</b>	<b>12,500,000</b>	<b>12,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. (Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd.)	1.4	C	10,200,000	0	816,000	816,000	1,876,800	187,680	750,720	6,568,800
2	Brock Rd. / Taunton Rd. Intersection	1.1	C	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
6	Brock Rd. / 7th Concession Rd. Intersection	1.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
8	Brock Rd. / Goodwood Rd. Intersection	1.3	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
13	Winchester (Baldwin St. to Garrard Rd.) PH II: Baldwin St. to Anderson St.	3.1	C	150,000	0	12,000	12,000	27,600	2,760	11,040	96,600
20	Taunton Rd. / Anderson St. Intersection	1.9	C	1,500,000	0	150,000	150,000	270,000	27,000	108,000	945,000
22	Taunton Rd. / Courtice Rd. Intersection	1.10	U	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
24	Taunton Rd. / Bowmanville Ave. (Reg. Rd.57) Intersection, incl. bridge replacement	1.12	C	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
25	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.13	D	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
34	Liberty St. (Baseline Rd. to King St)	14.1	P	400,000	0	128,000	128,000	54,400	5,440	21,760	190,400
36	Ritson Rd. / Beatrice St. Intersection	1.19	D	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
37	Ritson Rd (N. of Taunton Rd. to Conlin Rd.)	16.1	P	100,000	0	41,000	41,000	11,800	1,180	4,720	41,300
43	Bayly St. / Sandy Beach Rd. Intersection	1.21	D	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
48	Victoria St. / Brock St. Intersection	1.23	D	220,000	0	22,000	22,000	39,600	3,960	15,840	138,600
54	Lake Ridge Rd. (Bayly St. to Kingston Rd. - Dundas St.)	23.1	U	100,000	0	27,000	27,000	14,600	1,460	5,840	51,100
55	Lake Ridge Rd. (Kingston Rd. - Dundas St. to Rossland Rd.)	23.2	P	300,000	0	33,000	33,000	53,400	5,340	21,360	186,900
58	Thickson Rd. (Wentworth St. to CNR Kingston)	26.1	C	4,200,000	0	336,000	336,000	772,800	77,280	309,120	2,704,800
60	Thickson Rd. / Burns St. Intersection	1.26	C	800,000	0	80,000	80,000	144,000	14,400	57,600	504,000
61	Thickson Rd. / Rossland Rd. Intersection	1.27	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
65	Rossland Rd. / Cochrane St. Intersection	1.29	U	50,000	0	5,000	5,000	9,000	900	3,600	31,500
68	Rossland Rd. (Ritson Rd. to Harmony Rd.)	28.1	P	100,000	0	5,000	5,000	19,000	1,900	7,600	66,500
70	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	P	100,000	0	7,000	7,000	18,600	1,860	7,440	65,100
73	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
75	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	D	300,000	0	27,000	27,000	54,600	5,460	21,840	191,100
76	Westney Rd. (N. of Rossland Rd. to Taunton Rd.)	31.4	C	11,300,000	0	339,000	339,000	2,192,200	219,220	876,880	7,672,700
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	EA	200,000	0	116,000	116,000	16,800	1,680	6,720	58,800
85	Salem Rd. / Rossland Rd. Intersection	1.28	D	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	D	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
89	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	P	200,000	0	12,000	12,000	37,600	3,760	15,040	131,600
91	Townline Rd. (Beatrice Rd. to Taunton Rd.)	55.3	C	1,400,000	0	182,000	182,000	243,600	24,360	97,440	852,600
94	Bowmanville Ave. (S. of Reg. Hwy 2 to N. of Stevens Rd.)	57.1	C	7,150,000	0	1,215,500	1,215,500	1,186,900	118,690	474,760	4,154,150
94	Bowmanville Ave. / Stevens Rd.	1.45	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
97	Bowmanville Ave. / Concession 7 Intersection	1.46	D	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
101	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. to Thornton Rd.)	58.1	P	6,000,000	0	60,000	60,000	1,188,000	118,800	475,200	4,158,000

## APPROVED 2020 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	D	500,000	0	0	0	100,000	10,000	40,000	350,000
103	Gibb St. (E. of Stevenson Rd. to Simcoe St.)	59.1	U, C	1,600,000	0	464,000	464,000	227,200	22,720	90,880	795,200
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	P	1,000,000	0	40,000	40,000	192,000	19,200	76,800	672,000
107	Regional Highway 2 / Lambs Rd. Intersection	1.48	D	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
108	Baldwin St. (N. of Taunton Rd. to N. of Garden St.)	112.2	U	500,000	0	45,000	45,000	91,000	9,100	36,400	318,500
110	Regional Highway 47 / Concession 6 Intersection	1.49	P	50,000	0	5,000	5,000	9,000	900	3,600	31,500
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	775,000	0	77,500	77,500	139,500	13,950	55,800	488,250
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>55,695,000</b>	<b>0</b>	<b>4,750,000</b>	<b>4,750,000</b>	<b>10,189,000</b>	<b>1,018,900</b>	<b>4,075,600</b>	<b>35,661,500</b>
<b>Grand Total Financing</b>				<b>114,095,000</b>	<b>0</b>	<b>62,145,000</b>	<b>62,145,000</b>	<b>10,390,000</b>	<b>1,039,000</b>	<b>4,156,000</b>	<b>36,365,000</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$7,500,000
Federal Gas Tax Funding (Bridge Rehab/Replacement)	\$2,600,000
Road Rehabilitation Levy Reserve	\$3,364,000
Bridge Rehabilitation Levy Reserves	\$4,511,000
<b>TOTAL</b>	<b>\$17,975,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$44,170,000**

## APPROVED 2021 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,355,000	0	1,355,000	1,355,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,415,000</b>	<b>0</b>	<b>7,410,000</b>	<b>7,410,000</b>	<b>201,000</b>	<b>20,100</b>	<b>80,400</b>	<b>703,500</b>
<b>B Special Rehabilitation Levy</b>											
15	Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))	N/A	C	3,600,000	0	3,600,000	3,600,000	0	0	0	0
23	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	N/A	P,U,C	3,400,000	0	3,400,000	3,400,000	0	0	0	0
28	Reg. Rd. 8. (E. of Conc. 5 to Conc. 6)	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
29	Ganaraska Rd. (2.0 km E. of Maynard Rd. to 0.4 km E. of Reg. Rd. 18)	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
33	Reg. Rd. 13. (Lake Ridge Rd. to 1.5 km west of Highway 12) PH III	N/A	C	9,300,000	0	9,300,000	9,300,000	0	0	0	0
35	Liberty St. (Longworth Ave. to Concession Rd. 3)	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
40	Main St. (Winter St. to Station St.)	N/A	D	100,000	0	100,000	100,000	0	0	0	0
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	D	200,000	0	200,000	200,000	0	0	0	0
86	Cochrane St. (Ferguson St. to 0.4 km north of Vernon St.)	N/A	C	3,500,000	0	3,500,000	3,500,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	16,503,000	0	16,503,000	16,503,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>40,603,000</b>	<b>0</b>	<b>40,603,000</b>	<b>40,603,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
135	Reg. Rd. 2. Seagrave Bridge Rehabilitation	N/A	D	150,000	0	150,000	150,000	0	0	0	0
142	Reg. Rd. 4. Soper Creek Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
144	Reg. Rd. 6. Saintfield Rd. Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
151	Reg. Rd. 15. Beaverton River Bridge Rehabilitation	N/A	C	4,200,000	0	4,200,000	4,200,000	0	0	0	0
180	Reg. Rd. 57. Burketon Overpass Bridge Replacement	N/A	U	50,000	0	50,000	50,000	0	0	0	0
184	Reg. Rd. 59. Gibb St. Over Oshawa Creek Bridge Rehabilitation	N/A	C	4,100,000	0	4,100,000	4,100,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>11,125,000</b>	<b>0</b>	<b>11,125,000</b>	<b>11,125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# APPROVED 2021 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
6	Brock Rd. / 7th Concession Rd. Intersection	1.2	U	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
8	Brock Rd. / Goodwood Rd. Intersection	1.3	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
13	Winchester (Baldwin St. to Garrard Rd.) PH II: Baldwin St. to Anderson St.	3.1	C	6,600,000	0	528,000	528,000	1,214,400	121,440	485,760	4,250,400
22	Taunton Rd. / Courtoise Rd. Intersection	1.10	C	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
24	Taunton Rd. / Bowmanville Ave. (Reg. Rd.57) Intersection, incl. bridge replacement	1.12	C	7,700,000	0	770,000	770,000	1,386,000	138,600	554,400	4,851,000
25	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.13	P	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
34	Liberty St. (Baseline Rd. to King St)	14.1	U	400,000	0	128,000	128,000	54,400	5,440	21,760	190,400
35	Liberty St. / (Concession Rd. 3, Freeland Ave - Bons Ave. Intersection)	1.16 & 1.17	C	3,400,000	0	340,000	340,000	612,000	61,200	244,800	2,142,000
36	Ritson Rd. / Beatrice St. Intersection	1.19	P	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
43	Bayly St. / Sandy Beach Rd. Intersection	1.21	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
45	Bayly St. / Church St. Intersection	1.22	U	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
46	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	P	400,000	0	24,000	24,000	75,200	7,520	30,080	263,200
48	Victoria St. / Brock St. Intersection	1.23	P	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
50	Victoria St. (E. of Thickson Rd. to W. of Stevenson Rd.)	22.5	C	9,000,000	0	2,340,000	2,340,000	1,332,000	133,200	532,800	4,662,000
52	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	EA	400,000	0	8,000	8,000	78,400	7,840	31,360	274,400
54	Lake Ridge Rd. (Bayly St. to Kingston Rd. - Dundas St.)	23.1	C	3,000,000	0	810,000	810,000	438,000	43,800	175,200	1,533,000
55	Lake Ridge Rd. (Kingston Rd. - Dundas St. to Rossland Rd.)	23.2	U	400,000	0	44,000	44,000	71,200	7,120	28,480	249,200
61	Thickson Rd. / Rossland Rd. Intersection	1.27	U	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
62	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	P	500,000	0	45,000	45,000	91,000	9,100	36,400	318,500
65	Rossland Rd. / Cochrane St. Intersection	1.29	C	750,000	0	75,000	75,000	135,000	13,500	54,000	472,500
67	Rossland Rd. / Garden St. Intersection	1.31	C	2,200,000	0	220,000	220,000	396,000	39,600	158,400	1,386,000
70	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	U	200,000	0	14,000	14,000	37,200	3,720	14,880	130,200
73	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	U	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
75	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	P	300,000	0	27,000	27,000	54,600	5,460	21,840	191,100
80	Hopkins St Overpass	36.0	D	500,000	0	0	0	100,000	10,000	40,000	350,000
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	EA	500,000	0	200,000	200,000	60,000	6,000	24,000	210,000
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	D	200,000	0	116,000	116,000	16,800	1,680	6,720	58,800
85	Salem Rd. / Rossland Rd. Intersection	1.28	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	P	300,000	0	39,000	39,000	52,200	5,220	20,880	182,700
88	Stevenson Rd. / Phillip Murray Ave. Intersection	1.42	D	70,000	0	7,000	7,000	12,600	1,260	5,040	44,100
93	Bowmanville Ave. (Baseline Rd. to S. of Reg. Hwy 2)	57.1	C	15,400,000	0	2,618,000	2,618,000	2,556,400	255,640	1,022,560	8,947,400
95	Bowmanville Ave. (N. of Stevens Rd. to Nash Rd.)	57.2	D	500,000	0	35,000	35,000	93,000	9,300	37,200	325,500
97	Bowmanville Ave. / Concession 7 Intersection	1.46	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
103	Gibb St. (E. of Stevenson Rd. to Simcoe St.)	59.1	C	9,150,000	0	2,653,500	2,653,500	1,299,300	129,930	519,720	4,547,550
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	P	500,000	0	20,000	20,000	96,000	9,600	38,400	336,000
107	Regional Highway 2 / Lams Rd. Intersection	1.48	P	50,000	0	5,000	5,000	9,000	900	3,600	31,500
110	Regional Highway 47 / Concession 6 Intersection	1.49	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000

## APPROVED 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				
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	775,000	0	77,500	77,500	139,500	13,950	55,800	488,250
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>69,395,000</b>	<b>0</b>	<b>11,604,000</b>	<b>11,604,000</b>	<b>11,558,200</b>	<b>1,155,820</b>	<b>4,623,280</b>	<b>40,453,700</b>
<b>Grand Total Financing</b>				<b>129,538,000</b>	<b>0</b>	<b>70,742,000</b>	<b>70,742,000</b>	<b>11,759,200</b>	<b>1,175,920</b>	<b>4,703,680</b>	<b>41,157,200</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$8,460,000
Road Rehabilitation Levy Reserves	\$867,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$13,817,000
Federal Gas Tax Funding (Bridge Rehab/Replcement)	\$5,683,000
<b>TOTAL</b>	<b>\$28,827,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$41,915,000**

# APPROVED 2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,255,000	0	1,255,000	1,255,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,315,000</b>	<b>0</b>	<b>7,310,000</b>	<b>7,310,000</b>	<b>201,000</b>	<b>20,100</b>	<b>80,400</b>	<b>703,500</b>
<b>B Special Rehabilitation Levy</b>											
23	Taunton Rd. (0.4 km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	N/A	C	3,300,000	0	3,300,000	3,300,000	0	0	0	0
40	Main St. (Winter St. to Station St.)	N/A	P	100,000	0	100,000	100,000	0	0	0	0
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	P	200,000	0	200,000	200,000	0	0	0	0
45	Bayly St. (0.2 km E. of Church St. to John Mills Bridge)	N/A	C	450,000	0	450,000	450,000	0	0	0	0
73	Westney Rd. (Finley Ave. to Harwood Ave.)	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	31,464,000	0	31,464,000	31,464,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>38,014,000</b>	<b>0</b>	<b>38,014,000</b>	<b>38,014,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# APPROVED 2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>C Structure Rehabilitation/Replacement Funding</b>											
139	Reg. Rd. 4, W.A. Twelvetrees Bridge Rehabilitation	N/A	C	2,100,000	0	2,100,000	2,100,000	0	0	0	0
140	Reg. Rd. 4, Taunton Rd. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
141	Reg. Rd. 4, Hampton Bridge Rehabilitation/Replacement	N/A	C	1,700,000	0	1,700,000	1,700,000	0	0	0	0
145	Reg. Rd. 8, Siloam Bridge Rehabilitation	N/A	C	1,100,000	0	1,100,000	1,100,000	0	0	0	0
147	Reg. Rd. 8, Nonquon Bridge Rehabilitation	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
148	Reg. Rd. 11, Smith Bridge Rehabilitation	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
150	Reg. Rd. 13, Laurie Bridge Rehabilitation	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
155	Reg. Rd. 16, Ritson Rd. Lot 8/9, Conc. 4 Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
156	Reg. Rd. 18, Newtonville Rd. Culvert, (S. of Conc. Rd. 3) Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
157	Reg. Rd. 18, Newtonville Rd. Culvert, (N. of Conc. Rd. 4) Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
163	Reg. Rd. 28, Rossland Rd. Over Oshawa Creek Rehabilitation	N/A	C	3,900,000	0	3,900,000	3,900,000	0	0	0	0
181	Reg. Rd. 58, Manning Rd Culvert Rehabilitation	N/A	D	50,000	0	50,000	50,000	0	0	0	0
185	Reg. Hwy 2, Kingston Rd. Over Duffins Creek Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>13,250,000</b>	<b>0</b>	<b>13,250,000</b>	<b>13,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D Special Levy for Growth Related Projects</b>											
6	Brock Rd. / 7th Concession Rd. Intersection	1.2	C	2,300,000	0	230,000	230,000	414,000	41,400	165,600	1,449,000
8	Brock Rd. / Goodwood Rd. Intersection	1.3	C	2,500,000	0	250,000	250,000	450,000	45,000	180,000	1,575,000
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	EA	50,000	0	3,000	3,000	9,400	940	3,760	32,900
22	Taunton Rd. / Courtice Rd. Intersection	1.10	C	3,000,000	0	300,000	300,000	540,000	54,000	216,000	1,890,000
25	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.13	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
34	Liberty St. (Baseline Rd. to King St)	14.1	C	6,300,000	0	2,016,000	2,016,000	856,800	85,680	342,720	2,998,800
36	Ritson Rd. / Beatrice St. Intersection	1.19	U	50,000	0	5,000	5,000	9,000	900	3,600	31,500
37	Ritson Rd (N. of Taunton Rd. to Conlin Rd.)	16.1	U	100,000	0	41,000	41,000	11,800	1,180	4,720	41,300
43	Bayly St. / Sandy Beach Rd. Intersection	1.21	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
45	Bayly St. / Church St. Intersection	1.22	C	6,150,000	0	615,000	615,000	1,107,000	110,700	442,800	3,874,500
46	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	U	250,000	0	15,000	15,000	47,000	4,700	18,800	164,500
48	Victoria St. / Brock St. Intersection	1.23	U	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
52	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	D	400,000	0	8,000	8,000	78,400	7,840	31,360	274,400
53	Bloor St. (Prestonvale Rd. to Courtice Rd.)	22.9	EA	300,000	0	120,000	120,000	36,000	3,600	14,400	126,000
55	Lake Ridge Rd. (Kingston Rd. - Dundas St. to Rossland Rd.)	23.2	C	7,600,000	0	836,000	836,000	1,352,800	135,280	541,120	4,734,800
59	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	EA	600,000	0	24,000	24,000	115,200	11,520	46,080	403,200
61	Thickson Rd. / Rossland Rd. Intersection	1.27	C	3,500,000	0	350,000	350,000	630,000	63,000	252,000	2,205,000
62	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	U	1,000,000	0	90,000	90,000	182,000	18,200	72,800	637,000
68	Rossland Rd. (Ritson Rd. to Harmony Rd.)	28.1	U	300,000	0	15,000	15,000	57,000	5,700	22,800	199,500
70	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	C	2,500,000	0	175,000	175,000	465,000	46,500	186,000	1,627,500
73	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	C	2,300,000	0	230,000	230,000	414,000	41,400	165,600	1,449,000
74	Westney Rd. (Bayly St. to Hwy 401)	31.1	D	200,000	0	16,000	16,000	36,800	3,680	14,720	128,800
75	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	U	350,000	0	31,500	31,500	63,700	6,370	25,480	222,950

# APPROVED 2022 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				
80	Hopkins St Overpass	36.0	P	400,000	0	0	0	80,000	8,000	32,000	280,000
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	D	500,000	0	200,000	200,000	60,000	6,000	24,000	210,000
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	P	300,000	0	174,000	174,000	25,200	2,520	10,080	88,200
85	Salem Rd. / Rossland Rd. Intersection	1.28	C	1,600,000	0	160,000	160,000	288,000	28,800	115,200	1,008,000
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	U	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
88	Stevenson Rd. / Phillip Murray Ave. Intersection	1.42	U	50,000	0	5,000	5,000	9,000	900	3,600	31,500
89	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	U	400,000	0	24,000	24,000	75,200	7,520	30,080	263,200
90	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	P	100,000	0	44,000	44,000	11,200	1,120	4,480	39,200
95	Bowmanville Ave. (N. of Stevens Rd. to Nash Rd.)	57.2	P	100,000	0	7,000	7,000	18,600	1,860	7,440	65,100
97	Bowmanville Ave. / Concession 7 Intersection	1.46	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
101	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. to Thornton Rd.)	58.1	C	12,000,000	0	120,000	120,000	2,376,000	237,600	950,400	8,316,000
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	P	2,500,000	0	0	0	500,000	50,000	200,000	1,750,000
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	D,P	1,250,000	0	50,000	50,000	240,000	24,000	96,000	840,000
107	Regional Highway 2 / Lambs Rd. Intersection	1.48	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
108	Baldwin St. (N. of Taunton Rd. to N. of Garden St.)	112.2	U	1,400,000	0	126,000	126,000	254,800	25,480	101,920	891,800
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	EA	500,000	0	0	0	100,000	10,000	40,000	350,000
110	Regional Highway 47 / Concession 6 Intersection	1.49	C	1,200,000	0	120,000	120,000	216,000	21,600	86,400	756,000
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	765,000	0	76,500	76,500	137,700	13,770	55,080	481,950
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>67,615,000</b>	<b>0</b>	<b>6,812,000</b>	<b>6,812,000</b>	<b>12,160,600</b>	<b>1,216,060</b>	<b>4,864,240</b>	<b>42,562,100</b>
<b>Grand Total Financing</b>				<b>127,194,000</b>	<b>0</b>	<b>65,386,000</b>	<b>65,386,000</b>	<b>12,361,600</b>	<b>1,236,160</b>	<b>4,944,640</b>	<b>43,265,600</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$5,156,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$11,698,000
Federal Gas Tax Funding (Bridge Rehab/Repalcement)	\$7,802,000
<b>TOTAL</b>	<b>\$25,016,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$40,370,000**

# APPROVED 2023 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,600,000	0	2,600,000	2,600,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,205,000	0	1,205,000	1,205,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	150,000	0	150,000	150,000	0	0	0	0
120	Road Safety Program	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,415,000</b>	<b>0</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>183,000</b>	<b>18,300</b>	<b>73,200</b>	<b>640,500</b>
<b>B Special Rehabilitation Levy</b>											
40	Main St. (Winter St. to Station St.)	N/A	U	300,000	0	300,000	300,000	0	0	0	0
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	P	200,000	0	200,000	200,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	40,061,000	0	40,061,000	40,061,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>40,561,000</b>	<b>0</b>	<b>40,561,000</b>	<b>40,561,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
135	Reg. Rd. 2, Seagrave Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
137	Reg. Rd. 3, Winchester Rd. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
138	Reg. Rd. 3, Enniskillen Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
142	Reg. Rd. 4, Soper Creek Bridge Rehabilitation	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
154	Reg. Rd. 16, Ritson Rd. / CNR Overhead Rehabilitation.	N/A	C	4,000,000	2,000,000	2,000,000	2,000,000	0	0	0	0
159	Reg. Rd. 22, Bloor St. W. Over Oshawa Creek Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
165	Reg. Rd. 31, Westney Rd. CPR Overhead Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
167	Reg. Rd. 33, Harmony Rd. S. CPR Overhead Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
178	Reg. Rd. 57, Bowmanville Creek Bridge Rehabilitation	N/A	D	50,000	0	50,000	50,000	0	0	0	0
180	Reg. Rd. 57, Burketon Overpass Bridge Replacement	N/A	C	4,000,000	0	4,000,000	4,000,000	0	0	0	0
182	Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge Rehabilitation	N/A	D	180,000	0	180,000	180,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>12,605,000</b>	<b>2,000,000</b>	<b>10,605,000</b>	<b>10,605,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# APPROVED 2023 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	EA	200,000	0	12,000	12,000	37,600	3,760	15,040	131,600
25	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.13	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
27	Central St. (Casno Dr. to Brock Rd.)	5.1	EA	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
36	Ritson Rd. / Beatrice St. Intersection	1.19	C	700,000	0	70,000	70,000	126,000	12,600	50,400	441,000
37	Ritson Rd. (N. of Taunton Rd. to Conlin Rd.)	16.1	C	12,800,000	0	5,248,000	5,248,000	1,510,400	151,040	604,160	5,286,400
43	Bayly St. / Sandy Beach Rd. Intersection	1.21	C	700,000	0	70,000	70,000	126,000	12,600	50,400	441,000
48	Victoria St. / Brock St. Intersection	1.23	C	3,600,000	0	360,000	360,000	648,000	64,800	259,200	2,268,000
52	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	P	600,000	0	12,000	12,000	117,600	11,760	47,040	411,600
53	Bloor St. (Prestonvale Rd. to Courtice Rd.)	22.9	D	200,000	0	80,000	80,000	24,000	2,400	9,600	84,000
59	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	D	1,000,000	0	40,000	40,000	192,000	19,200	76,800	672,000
68	Rossland Rd. (Ritson Rd. to Harmony Rd.)	28.1	C	11,500,000	0	575,000	575,000	2,185,000	218,500	874,000	7,647,500
69	Rossland Rd. (Harmony Rd. to E. of Townline Rd.)	28.2	D	500,000	0	5,000	5,000	99,000	9,900	39,600	346,500
74	Westney Rd. (Bayly St. to Hwy 401)	31.1	P	300,000	0	24,000	24,000	55,200	5,520	22,080	193,200
75	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	C	4,600,000	0	414,000	414,000	837,200	83,720	334,880	2,930,200
77	Westney Rd. (S. to N. of Greenwood)	31.5	D	400,000	0	32,000	32,000	73,600	7,360	29,440	257,600
80	Hopkins St Overpass	36.0	U	400,000	0	0	0	80,000	8,000	32,000	280,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	EA	500,000	0	25,000	25,000	95,000	9,500	38,000	332,500
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	P	500,000	0	200,000	200,000	60,000	6,000	24,000	210,000
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	U	300,000	0	174,000	174,000	25,200	2,520	10,080	88,200
88	Stevenson Rd. / Phillip Murray Ave. Intersection	1.42	C	400,000	0	40,000	40,000	72,000	7,200	28,800	252,000
89	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	C	7,300,000	0	438,000	438,000	1,372,400	137,240	548,960	4,803,400
90	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	U	400,000	0	176,000	176,000	44,800	4,480	17,920	156,800
95	Bowmanville Ave. (N. of Stevens Rd. to Nash Rd.)	57.2	U	500,000	0	35,000	35,000	93,000	9,300	37,200	325,500
97	Bowmanville Ave. / Concession 7 Intersection	1.46	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	P	2,500,000	0	0	0	500,000	50,000	200,000	1,750,000
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	U	950,000	0	38,000	38,000	182,400	18,240	72,960	638,400
106	Regional Highway 2 (Townline Rd. to Courtice Rd.)	102.5	EA	400,000	0	200,000	200,000	40,000	4,000	16,000	140,000
107	Regional Highway 2 / Lambs Rd. Intersection	1.48	C	1,150,000	0	115,000	115,000	207,000	20,700	82,800	724,500
108	Baldwin St. (N. of Taunton Rd. to N. of Garden St.)	112.2	C	13,000,000	0	1,170,000	1,170,000	2,366,000	236,600	946,400	8,281,000
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	D	500,000	0	0	0	100,000	10,000	40,000	350,000

# APPROVED 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				
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D.C	795,000	0	79,500	79,500	143,100	14,310	57,240	500,850
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>74,050,000</b>	<b>0</b>	<b>10,288,000</b>	<b>10,288,000</b>	<b>12,752,400</b>	<b>1,275,240</b>	<b>5,100,960</b>	<b>44,633,400</b>
<b>Grand Total Financing</b>				<b>135,631,000</b>	<b>2,000,000</b>	<b>68,954,000</b>	<b>68,954,000</b>	<b>12,935,400</b>	<b>1,293,540</b>	<b>5,174,160</b>	<b>45,273,900</b>

**NOTES:**

1) Other Sources of Revenue Include:

CNR	<u>\$2,000,000</u>
<b>TOTAL</b>	<b>\$2,000,000</b>

2) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$10,155,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$14,332,000
Federal Gas Tax Funding (Bridge Rehab/Repalcement)	<u>\$5,168,000</u>
<b>TOTAL</b>	<b>\$30,015,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$38,939,000**

# APPROVED 2024 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,600,000	0	2,600,000	2,600,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,205,000	0	1,205,000	1,205,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	800,000	0	800,000	800,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,165,000</b>	<b>0</b>	<b>7,250,000</b>	<b>7,250,000</b>	<b>183,000</b>	<b>18,300</b>	<b>73,200</b>	<b>640,500</b>
<b>B Special Rehabilitation Levy</b>											
40	Main St. (Winter St. to Station St.)	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	P	200,000	0	200,000	200,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	37,226,000	0	37,226,000	37,226,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>39,426,000</b>	<b>0</b>	<b>39,426,000</b>	<b>39,426,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
136	Reg. Rd. 3, Bickle Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
137	Reg. Rd. 3, Winchester Rd. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
140	Reg. Rd. 4, Taunton Rd. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
149	Reg. Rd. 11, Dobson Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
155	Reg. Rd. 16, Ritson Rd. Lot 8/9, Conc. 4 Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
156	Reg. Rd. 18, Newtonville Rd. Culvert, (S. of Conc. Rd. 3) Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
157	Reg. Rd. 18, Newtonville Rd. Culvert, (N. of Conc. Rd. 4) Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
160	Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
181	Reg. Rd. 58, Manning Rd Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
182	Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge Rehabilitation	N/A	C	2,400,000	0	2,400,000	2,400,000	0	0	0	0
185	Reg. Hwy 2, Kingston Rd. Over Duffins Creek Bridge Rehabilitation	N/A	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>11,850,000</b>	<b>0</b>	<b>11,850,000</b>	<b>11,850,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# APPROVED 2024 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Finch Ave to Taunton Rd.)	1.3	D	1,000,000	0	60,000	60,000	188,000	18,800	75,200	658,000
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	D	200,000	0	12,000	12,000	37,600	3,760	15,040	131,600
17	Taunton Rd. (York Durham Line to Twelvvetrees Bridge.)	4.1	D	500,000	0	75,000	75,000	85,000	8,500	34,000	297,500
18	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.25	D	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
27	Central St. (Casno Dr. to Brock Rd.)	5.1	D	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
44	Bayly St. (Brock Rd. to Westney Rd.)	22.1	EA	500,000	0	40,000	40,000	92,000	9,200	36,800	322,000
46	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	C	13,000,000	0	780,000	780,000	2,444,000	244,400	977,600	8,554,000
52	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	U	400,000	0	8,000	8,000	78,400	7,840	31,360	274,400
53	Bloor St. (Prestonvale Rd. to Courtice Rd.)	22.9	P	300,000	0	120,000	120,000	36,000	3,600	14,400	126,000
59	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	P	1,500,000	0	60,000	60,000	288,000	28,800	115,200	1,008,000
62	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	C	18,800,000	0	1,692,000	1,692,000	3,421,600	342,160	1,368,640	11,975,600
69	Rossland Rd. (Harmony Rd. to E. of Townline Rd.)	28.2	P	500,000	0	5,000	5,000	99,000	9,900	39,600	346,500
74	Westney Rd. (Bayly St. to Hwy 401)	31.1	U	300,000	0	24,000	24,000	55,200	5,520	22,080	193,200
77	Westney Rd. (S. to N. of Greenwood)	31.5	P	1,500,000	0	120,000	120,000	276,000	27,600	110,400	966,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	D	500,000	0	25,000	25,000	95,000	9,500	38,000	332,500
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	U	1,000,000	0	400,000	400,000	120,000	12,000	48,000	420,000
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	C	19,800,000	0	11,484,000	11,484,000	1,663,200	166,320	665,280	5,821,200
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	C	8,000,000	0	1,040,000	1,040,000	1,392,000	139,200	556,800	4,872,000
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	U	250,000	0	0	0	50,000	5,000	20,000	175,000
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	C	9,200,000	0	368,000	368,000	1,766,400	176,640	706,560	6,182,400
106	Regional Highway 2 (Townline Rd. to Courtice Rd.)	102.5	D	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	P	500,000	0	0	0	100,000	10,000	40,000	350,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	735,000	0	73,500	73,500	132,300	13,230	52,920	463,050
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>83,140,000</b>	<b>0</b>	<b>16,867,000</b>	<b>16,867,000</b>	<b>13,254,600</b>	<b>1,325,460</b>	<b>5,301,840</b>	<b>46,391,100</b>
<b>Grand Total Financing</b>				<b>142,581,000</b>	<b>0</b>	<b>75,393,000</b>	<b>75,393,000</b>	<b>13,437,600</b>	<b>1,343,760</b>	<b>5,375,040</b>	<b>47,031,600</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$2,014,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$13,101,000
Federal Gas Tax Funding (Bridge Rehab/Replcement)	\$6,399,000
<b>TOTAL</b>	<b>\$21,874,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$53,519,000**

# APPROVED 2025 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,700,000	0	2,700,000	2,700,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,255,000	0	1,255,000	1,255,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	230,000	0	230,000	230,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	500,000	0	0	0	100,000	10,000	40,000	350,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,895,000</b>	<b>0</b>	<b>7,630,000</b>	<b>7,630,000</b>	<b>253,000</b>	<b>25,300</b>	<b>101,200</b>	<b>885,500</b>
<b>B Special Rehabilitation Levy</b>											
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	U	100,000	0	100,000	100,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	42,768,000	0	42,768,000	42,768,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>42,868,000</b>	<b>0</b>	<b>42,868,000</b>	<b>42,868,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
138	Reg. Rd. 3, Enniskillen Bridge Rehabilitation	N/A	C	2,400,000	0	2,400,000	2,400,000	0	0	0	0
143	Reg. Rd. 4, Wilmot Creek Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
152	Reg. Rd. 15, McRae Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
159	Reg. Rd. 22, Bloor St. W. Over Oshawa Creek Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
166	Reg. Rd. 31, Bayles Bridge Rehabilitation	N/A	D	175,000	0	175,000	175,000	0	0	0	0
171	Reg. Rd. 45, Henry St. C.N.R. Overpass Replacement	N/A	EA	100,000	0	100,000	100,000	0	0	0	0
173	Reg. Rd. 50, Morgan Bridge Rehabilitation	N/A	D	200,000	100,000	100,000	100,000	0	0	0	0
176	Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
178	Reg. Rd. 57, Bowmanville Creek Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>8,325,000</b>	<b>100,000</b>	<b>8,225,000</b>	<b>8,225,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# APPROVED 2025 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Finch Ave to Taunton Rd.)	1.3	P	2,000,000	0	120,000	120,000	376,000	37,600	150,400	1,316,000
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	P	400,000	0	24,000	24,000	75,200	7,520	30,080	263,200
17	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	P	1,000,000	0	150,000	150,000	170,000	17,000	68,000	595,000
18	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.25	P	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
27	Central St. (Casno Dr. to Brock Rd.)	5.1	P	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
44	Bayly St. (Brock Rd. to Westney Rd.)	22.1	D	500,000	0	40,000	40,000	92,000	9,200	36,800	322,000
52	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	C	22,400,000	0	448,000	448,000	4,390,400	439,040	1,756,160	15,366,400
53	Bloor St. (Prestonvale Rd. to Courtice Rd.)	22.9	U	400,000	0	160,000	160,000	48,000	4,800	19,200	168,000
59	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	U	1,500,000	0	60,000	60,000	288,000	28,800	115,200	1,008,000
69	Rossland Rd. (Harmony Rd. to E. of Townline Rd.)	28.2	U	500,000	0	5,000	5,000	99,000	9,900	39,600	346,500
74	Westney Rd. (Bayly St. to Hwy 401)	31.1	C	6,700,000	0	536,000	536,000	1,232,800	123,280	493,120	4,314,800
77	Westney Rd. (S. to N. of Greenwood)	31.5	U	500,000	0	40,000	40,000	92,000	9,200	36,800	322,000
80	Hopkins St Overpass	36.0	C	13,800,000	0	0	0	2,760,000	276,000	1,104,000	9,660,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	P	300,000	0	15,000	15,000	57,000	5,700	22,800	199,500
90	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	C	13,000,000	0	5,720,000	5,720,000	1,456,000	145,600	582,400	5,096,000
95	Bowmanville Ave. (N. of Stevens Rd. to Nash Rd.)	57.2	C	8,000,000	0	560,000	560,000	1,488,000	148,800	595,200	5,208,000
106	Regional Highway 2 (Townline Rd. to Courtice Rd.)	102.5	U	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	U	1,000,000	0	0	0	200,000	20,000	80,000	700,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D.C	685,000	0	68,500	68,500	123,300	12,330	49,320	431,550
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	300,000	0	0	0	60,000	6,000	24,000	210,000
<b>Total Special Roads Levy</b>				<b>76,040,000</b>	<b>0</b>	<b>8,427,000</b>	<b>8,427,000</b>	<b>13,522,600</b>	<b>1,352,260</b>	<b>5,409,040</b>	<b>47,329,100</b>
<b>Grand Total Financing</b>				<b>136,128,000</b>	<b>100,000</b>	<b>67,150,000</b>	<b>67,150,000</b>	<b>13,775,600</b>	<b>1,377,560</b>	<b>5,510,240</b>	<b>48,214,600</b>

1) Other Sources of Revenue Include:

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

2) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$504,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$16,704,000
Federal Gas Tax Funding (Bridge Rehab/Replcement)	<u>\$2,796,000</u>
	<b>\$20,364,000</b>

**Grand Total Property Tax financing after applied alternative sources of financing: \$46,786,000**

# APPROVED 2026 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,800,000	0	2,800,000	2,800,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,255,000	0	1,255,000	1,255,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,515,000</b>	<b>0</b>	<b>7,600,000</b>	<b>7,600,000</b>	<b>183,000</b>	<b>18,300</b>	<b>73,200</b>	<b>640,500</b>
<b>B Special Rehabilitation Levy</b>											
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	U	100,000	0	100,000	100,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	37,237,000	0	37,237,000	37,237,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>37,337,000</b>	<b>0</b>	<b>37,337,000</b>	<b>37,337,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
136	Reg. Rd. 3, Bickle Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
149	Reg. Rd. 11, Dobson Bridge Rehabilitation	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
160	Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge Rehabilitation	N/A	C	1,800,000	0	1,800,000	1,800,000	0	0	0	0
165	Reg. Rd. 31, Westney Rd. CPR Overhead Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
167	Reg. Rd. 33, Harmony Rd. S. CPR Overhead Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
168	Reg. Rd. 33, Hoskin Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
171	Reg. Rd. 45, Henry St. C.N.R. Overpass Replacement	N/A	D	300,000	0	300,000	300,000	0	0	0	0
172	Reg. Rd. 46, Brock St. CNR Overpass Bridge Rehabilitation	N/A	C	1,750,000	0	1,750,000	1,750,000	0	0	0	0
173	Reg. Rd. 50, Morgan Bridge Rehabilitation	N/A	C	2,000,000	1,000,000	1,000,000	1,000,000	0	0	0	0
175	Reg. Rd. 53, Stevenson Rd. CNR Overpass Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
183	Reg. Rd. 58, Adelaide Ave. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>14,750,000</b>	<b>1,000,000</b>	<b>13,750,000</b>	<b>13,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# APPROVED 2026 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	U	400,000	0	24,000	24,000	75,200	7,520	30,080	263,200
17	Taunton Rd. (York Durham Line to Twelvvetrees Bridge.)	4.1	U	1,000,000	0	150,000	150,000	170,000	17,000	68,000	595,000
18	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.25	U	1,000,000	0	130,000	130,000	174,000	17,400	69,600	609,000
27	Central St. (Casno Dr. to Brock Rd.)	5.1	U	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
44	Bayly St. (Brock Rd. to Westney Rd.)	22.1	P	500,000	0	40,000	40,000	92,000	9,200	36,800	322,000
53	Bloor St. (Prestonvale Rd. to Courtice Rd.)	22.9	C	12,000,000	0	4,800,000	4,800,000	1,440,000	144,000	576,000	5,040,000
77	Westney Rd. (S. to N. of Greenwood)	31.5	C	10,000,000	0	800,000	800,000	1,840,000	184,000	736,000	6,440,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	U	500,000	0	25,000	25,000	95,000	9,500	38,000	332,500
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	C	24,000,000	0	9,600,000	9,600,000	2,880,000	288,000	1,152,000	10,080,000
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	C	22,000,000	0	0	0	4,400,000	440,000	1,760,000	15,400,000
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	C	10,000,000	0	0	0	2,000,000	200,000	800,000	7,000,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D.C	630,000	0	63,000	63,000	113,400	11,340	45,360	396,900
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	300,000	0	0	0	60,000	6,000	24,000	210,000
<b>Total Special Roads Levy</b>				<b>84,685,000</b>	<b>0</b>	<b>15,947,500</b>	<b>15,947,500</b>	<b>13,747,500</b>	<b>1,374,750</b>	<b>5,499,000</b>	<b>48,116,250</b>
<b>Grand Total Financing</b>				<b>145,287,000</b>	<b>1,000,000</b>	<b>74,634,500</b>	<b>74,634,500</b>	<b>13,930,500</b>	<b>1,393,050</b>	<b>5,572,200</b>	<b>48,756,750</b>

**NOTES:**

1) Other Sources of Revenue Include:

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

2) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$504,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$11,181,000
Federal Gas Tax Funding (Bridge Rehab/Replcement)	<u>\$8,319,000</u>
	<b>\$20,364,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$54,270,500**

## APPROVED 2027 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,900,000	0	2,900,000	2,900,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,205,000	0	1,205,000	1,205,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	140,000	0	140,000	140,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,605,000</b>	<b>0</b>	<b>7,690,000</b>	<b>7,690,000</b>	<b>183,000</b>	<b>18,300</b>	<b>73,200</b>	<b>640,500</b>
<b>B Special Rehabilitation Levy</b>											
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	C	6,000,000	0	6,000,000	6,000,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	33,829,000	0	33,829,000	33,829,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>39,829,000</b>	<b>0</b>	<b>39,829,000</b>	<b>39,829,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
143	Reg. Rd. 4, Wilmot Creek Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
146	Reg. Rd. 8., Reach St. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
152	Reg. Rd. 15, McRae Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
158	Reg. Rd. 18, Kendal Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
164	Reg. Rd. 29, Liverpool Rd. Over CNR Bridge Rehabilitation	N/A	D	150,000	0	150,000	150,000	0	0	0	0
166	Reg. Rd. 31, Bayles Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
168	Reg. Rd. 33, Hoskin Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
169	Reg. Rd. 35, Wilson Rd. N. Pedestrian Underpass Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
171	Reg. Rd. 45, Henry St. C.N.R. Overpass Replacement	N/A	P	100,000	0	100,000	100,000	0	0	0	0
176	Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
177	Reg. Rd. 54, Park Rd. C.P.R. Overpass Rehabilitation	N/A	D	150,000	0	150,000	150,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>11,200,000</b>	<b>0</b>	<b>11,200,000</b>	<b>11,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# APPROVED 2027 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Finch Ave to Taunton Rd.)	1.3	U	2,000,000	0	120,000	120,000	376,000	37,600	150,400	1,316,000
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	C	3,000,000	0	180,000	180,000	564,000	56,400	225,600	1,974,000
18	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.25	C	16,000,000	0	2,080,000	2,080,000	2,784,000	278,400	1,113,600	9,744,000
44	Bayly St. (Brock Rd. to Westney Rd.)	22.1	U	1,000,000	0	80,000	80,000	184,000	18,400	73,600	644,000
51	Bloor St. (Ritson Rd. to Farewell St.)	22.7	EA	500,000	0	220,000	220,000	56,000	5,600	22,400	196,000
59	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	C	18,000,000	0	720,000	720,000	3,456,000	345,600	1,382,400	12,096,000
64	Altona Rd. (N. of Strouds Lane to Finch Ave.)	27.2	EA	500,000	0	230,000	230,000	54,000	5,400	21,600	189,000
69	Rossland Rd. (Harmony Rd. to E. of Townline Rd.)	28.2	C	25,000,000	0	250,000	250,000	4,950,000	495,000	1,980,000	17,325,000
83	Whites Rd. (Bayly St. to Kingston Rd.)	38.1	EA	500,000	0	20,000	20,000	96,000	9,600	38,400	336,000
106	Regional Highway 2 (Townline Rd. to Courtice Rd.)	102.5	C	3,500,000	0	1,750,000	1,750,000	350,000	35,000	140,000	1,225,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	655,000	0	65,500	65,500	117,900	11,790	47,160	412,650
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	300,000	0	0	0	60,000	6,000	24,000	210,000
<b>Total Special Roads Levy</b>				<b>73,110,000</b>	<b>0</b>	<b>5,931,000</b>	<b>5,931,000</b>	<b>13,435,800</b>	<b>1,343,580</b>	<b>5,374,320</b>	<b>47,025,300</b>
<b>Grand Total Financing</b>				<b>132,744,000</b>	<b>0</b>	<b>64,650,000</b>	<b>64,650,000</b>	<b>13,618,800</b>	<b>1,361,880</b>	<b>5,447,520</b>	<b>47,665,800</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$504,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$13,726,000
Federal Gas Tax Funding (Bridge Rehab/Repalcement)	\$5,774,000
<b>TOTAL</b>	<b>\$20,364,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$44,286,000**

# APPROVED 2028 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,005,000	0	1,005,000	1,005,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,565,000</b>	<b>0</b>	<b>7,650,000</b>	<b>7,650,000</b>	<b>183,000</b>	<b>18,300</b>	<b>73,200</b>	<b>640,500</b>
<b>B Special Rehabilitation Levy</b>											
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	43,028,000	0	43,028,000	43,028,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>43,028,000</b>	<b>0</b>	<b>43,028,000</b>	<b>43,028,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
146	Reg. Rd. 8., Reach St. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
158	Reg. Rd. 18, Kendal Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
169	Reg. Rd. 35, Wilson Rd. N. Pedestrian Underpass Rehabilitation	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
175	Reg. Rd. 53, Stevenson Rd. CNR Overpass Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
183	Reg. Rd. 58, Adelaide Ave. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>8,000,000</b>	<b>0</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Finch Ave to Taunton Rd.)	1.3	C	35,000,000	0	2,100,000	2,100,000	6,580,000	658,000	2,632,000	23,030,000
3	Brock Rd. (Taunton Rd. to Alexander Knox - 5th Concession Rd.)	1.45	D	500,000	0	60,000	60,000	88,000	8,800	35,200	308,000
4	Brock Rd. (Alexander Knox - 5th Concession Rd. to Hwy 7)	1.6	D	500,000	0	50,000	50,000	90,000	9,000	36,000	315,000
17	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	C	18,000,000	0	2,700,000	2,700,000	3,060,000	306,000	1,224,000	10,710,000
19	Taunton Rd. (Brock Rd. to Brock St./Hwy 12.)	4.3	EA	1,000,000	0	120,000	120,000	176,000	17,600	70,400	616,000
27	Central St. (Casno Dr. to Brock Rd.)	5.1	C	3,000,000	0	1,500,000	1,500,000	300,000	30,000	120,000	1,050,000
38	Ritson Rd. (Conlin Rd. to Britannia Ave.)	16.2	D	250,000	0	102,500	102,500	29,500	2,950	11,800	103,250
39	Region Rd. 17 (CPR to Concession Rd. 3)	17.1	EA	500,000	0	0	0	100,000	10,000	40,000	350,000

## APPROVED 2028 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				
42	Bayly St. (Liverpool Rd. to Brock Rd.)	22	EA	500,000	0	30,000	30,000	94,000	9,400	37,600	329,000
47	Bayly St. (Harwood Ave. to Salem Rd.)	22.25	EA	500,000	0	35,000	35,000	93,000	9,300	37,200	325,500
51	Bloor St. (Ritson Rd. to Farewell St.)	22.7	D	500,000	0	220,000	220,000	56,000	5,600	22,400	196,000
63	Thickson Rd. (Winchester Rd. to Baldwin St.)	26.6	EA	500,000	0	155,000	155,000	69,000	6,900	27,600	241,500
64	Altona Rd. (N. of Strouds Lane to Finch Ave.)	27.2	D	500,000	0	230,000	230,000	54,000	5,400	21,600	189,000
79	Harmony Rd. (Conlin Rd. to Britannia Ave.)	33.5	EA	500,000	0	170,000	170,000	66,000	6,600	26,400	231,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	C	13,500,000	0	675,000	675,000	2,565,000	256,500	1,026,000	8,977,500
83	Whites Rd. (Bayly St. to Kingston Rd.)	38.1	D	500,000	0	20,000	20,000	96,000	9,600	38,400	336,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	680,000	0	68,000	68,000	122,400	12,240	48,960	428,400
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	300,000	0	0	0	60,000	6,000	24,000	210,000
<b>Total Special Roads Levy</b>				<b>78,885,000</b>	<b>0</b>	<b>8,451,000</b>	<b>8,451,000</b>	<b>14,086,800</b>	<b>1,408,680</b>	<b>5,634,720</b>	<b>49,303,800</b>
<b>Grand Total Financing</b>				<b>138,478,000</b>	<b>0</b>	<b>67,129,000</b>	<b>67,129,000</b>	<b>14,269,800</b>	<b>1,426,980</b>	<b>5,707,920</b>	<b>49,944,300</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$504,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$16,928,000
Federal Gas Tax Funding (Bridge Rehab/Replacement)	\$2,572,000
<b>TOTAL</b>	<b>\$20,364,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$46,765,000**



**CAPITAL EXPENDITURES (\$000's)**

EXPENDITURES	2019		2020		2021		2022		2023		2024-2028		TOTAL	
	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
<b>GROWTH RELATED CAPITAL</b>														
<b>Growth Vehicles:</b>														
BRT Buses <sup>1</sup>	6	5,621	-	-	-	-	-	-	-	-	-	-	6	5,621
Conventional Bus Expansion BRT	-	-	12	7,200	-	-	3	1,800	3	1,800	29	17,400	47	28,200
Conventional Bus Expansion	4	2,360	10	5,900	16	9,440	9	5,310	17	10,030	41	24,190	97	57,230
Mini Bus Expansion	3	390	2	260	-	-	-	-	-	-	-	-	5	650
Specialized Mini Bus Expansion	-	-	1	175	1	175	1	175	1	175	5	875	9	1,575
Non Revenue Service Vehicle	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>sub-total</b>	<b>13</b>	<b>8,371</b>	<b>25</b>	<b>13,535</b>	<b>17</b>	<b>9,615</b>	<b>13</b>	<b>7,285</b>	<b>21</b>	<b>12,005</b>	<b>75</b>	<b>42,465</b>	<b>164</b>	<b>93,276</b>
<b>Growth Vehicle Outfitting</b>														
Additional PRESTO for Growth Buses	10	140	22	308	16	224	12	168	20	280	70	980	150	2,100
Additional Fareboxes/Radios For Growth Buses	10	190	22	418	16	304	12	228	20	380	70	1,330	150	2,850
Additional ITS/Annunciators for Growth Buses	4	68	22	376	16	274	12	205	20	342	70	1,197	144	2,463
Additional INIT for BRT Growth Buses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional INIT for BRT Buses	6	261	-	-	-	-	-	-	-	-	-	-	6	261
Automated Q-strait	-	-	22	440	16	320	12	240	20	400	70	1,400	140	2,800
Additional PRESTO for Specialized Buses	-	-	1	3	1	3	1	3	1	3	5	15	9	27
Trapeze for Specialized Buses	-	-	1	8	1	8	1	8	1	8	5	40	9	71
PRESTO handheld devices for Mini Bus	3	9	-	-	-	-	-	-	-	-	-	-	3	9
Gravity Farebox for Mini Bus	3	22	-	-	-	-	-	-	-	-	-	-	3	22
INIT for Mini Bus	3	50	-	-	-	-	-	-	-	-	-	-	3	50
Mini Bus INIT Planning/Prototyping	-	18	-	-	-	-	-	-	-	-	-	-	-	18
Mini Bus INIT OEM Installation	-	26	-	-	-	-	-	-	-	-	-	-	-	26
<b>sub-total</b>	<b>39</b>	<b>784</b>	<b>90</b>	<b>1,553</b>	<b>66</b>	<b>1,133</b>	<b>50</b>	<b>852</b>	<b>82</b>	<b>1,413</b>	<b>290</b>	<b>4,962</b>	<b>617</b>	<b>10,697</b>
<b>Growth Facilities</b>														
New Indoor Bus Storage/Service Facility	-	-	-	50,500	-	-	-	-	-	-	-	37,300	-	87,800
New Facility in Seaton Phase 1	-	-	-	-	-	-	-	-	25,000	-	-	-	-	25,000
<b>sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>37,300</b>	<b>-</b>	<b>112,800</b>
<b>Growth Related Technology and Passenger Amenities:</b>														
Bus Stop Infrastructure	-	118	877	59	439	59	439	59	439	295	2,193	590	4,386	
<b>sub-total</b>	<b>-</b>	<b>118</b>	<b>877</b>	<b>59</b>	<b>439</b>	<b>59</b>	<b>439</b>	<b>59</b>	<b>439</b>	<b>295</b>	<b>2,193</b>	<b>590</b>	<b>4,386</b>	
<b>SYSTEM IMPROVEMENT CAPITAL (NON-GROWTH RELATED)</b>														
Transit technology/innovations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Destination Sign Upgrade (front, side & rear)	-	-	375	-	375	-	-	-	-	-	-	-	-	750
Trapeze Software Upgrade	-	-	-	45	-	-	-	-	-	-	-	-	-	45
Terminal Passenger Amenity Upgrades	-	-	210	-	-	-	-	-	-	-	-	-	-	210
DRT Bus Decal Refresh and Standardization	-	-	96	-	-	-	-	-	-	-	-	-	-	96
Radio Transition (New Arrangement NextGen)	-	-	2,000	-	-	-	-	-	-	-	-	-	-	2,000
PRESTO Equipment Refresh/Upgrade	-	-	2,000	-	-	-	-	-	-	-	-	-	-	2,000
Smart Technology Upgrades	333	340	250	-	250	-	250	-	250	-	1,250	-	-	2,673
Advanced Fuel Mgmt System	-	-	250	-	-	-	-	-	-	-	-	-	-	250
Bus Stop Infrastructure Requirements	800	1,120	960	-	960	-	960	-	960	-	4,800	-	-	9,600
<b>sub-total</b>	<b>1,133</b>	<b>6,391</b>	<b>1,630</b>	<b>1,210</b>	<b>1,210</b>	<b>1,210</b>	<b>1,210</b>	<b>1,210</b>	<b>1,210</b>	<b>6,050</b>	<b>17,623</b>	<b>17,623</b>	<b>17,623</b>	
<b>REPLACEMENT / REHABILITATION CAPITAL</b>														
<b>Replacement Vehicles</b>														
New Conventional Bus Replacement	-	-	17	10,030	16	9,440	13	7,670	15	8,850	76	44,840	137	80,830
Replacement Buses with BRT Buses	-	-	9	5,400	-	-	-	-	-	-	-	-	9	5,400
Mini Bus Replacement	-	-	-	-	-	-	-	-	-	-	5	650	5	650
Specialized Mini Bus Replacement	3	525	4	700	4	700	4	700	4	700	20	3,500	39	6,825
Refurbishing of Buses (Power Train)	-	-	1,000	-	1,000	-	1,000	-	1,000	-	5,000	-	-	9,000
Service Vehicle Replacement	1	35	4	220	1	35	3	125	3	105	10	510	22	1,030
<b>sub-total</b>	<b>4</b>	<b>560</b>	<b>34</b>	<b>17,350</b>	<b>21</b>	<b>11,175</b>	<b>20</b>	<b>9,495</b>	<b>22</b>	<b>10,655</b>	<b>111</b>	<b>54,500</b>	<b>212</b>	<b>103,735</b>
<b>Replacement Vehicle Outfitting</b>														
PRESTO/INIT MACD- Decommn/install	-	-	26	340	16	209	13	170	15	196	76	995	146	1,911
Bus Re-Branding (BRT to reg conv)	4	229	6	343	-	-	-	-	-	-	-	-	10	572
INIT Decommn/install for Mini Bus	-	-	-	-	-	-	-	-	-	-	5	37	5	37
Supervisor Vehicle GPS	-	-	-	20	-	-	-	-	-	-	-	-	-	20
<b>sub-total</b>	<b>4</b>	<b>229</b>	<b>32</b>	<b>704</b>	<b>16</b>	<b>209</b>	<b>13</b>	<b>170</b>	<b>15</b>	<b>196</b>	<b>81</b>	<b>1,032</b>	<b>161</b>	<b>2,541</b>
<b>FACILITIES REHABILITATION:</b>														
Works	-	137	-	-	-	-	-	-	-	-	-	-	-	137
Raleigh Office Area Demolition and Rebuild	-	-	-	-	1,030	-	-	-	-	-	-	-	-	1,030
Replacement of Bus Wash - Westney	-	-	650	-	-	-	-	-	-	-	-	-	-	650
Maintenance Shop Equipment	-	66	-	-	12	-	-	-	-	-	25	-	-	103
<b>sub-total</b>	<b>-</b>	<b>203</b>	<b>650</b>	<b>1,042</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>1,920</b>
<b>TOTAL EXPENDITURES</b>	<b>11,280</b>	<b>91,560</b>	<b>25,243</b>	<b>19,451</b>	<b>50,918</b>	<b>148,527</b>	<b>346,978</b>							
<b>FINANCING</b>														
<b>REGULAR CAPITAL PROGRAM</b>														
Property Taxes	1,184	23,152	9,011	1,197	4,173	17,872	56,589							
Development Charges-Residential	2,635	31,185	5,249	4,024	14,009	40,783	97,884							
Development Charges-Non Residential	1,184	14,011	2,358	1,808	6,294	18,323	43,977							
Ontario Gas Tax Revenue	6,277	7,052	8,625	12,423	12,323	59,613	106,312							
Debentures	-	16,160	-	-	5,120	11,936	33,216							
Other	-	-	-	-	9,000	-	9,000							
<b>TOTAL FINANCING</b>	<b>11,280</b>	<b>91,560</b>	<b>25,243</b>	<b>19,451</b>	<b>50,918</b>	<b>148,527</b>	<b>346,978</b>							

<sup>1</sup> Note: Subject to review

\* Columns and rows may not add due to rounding



# The Regional Municipality of Durham

2019 - 2028 Forecast - Major Capital

## Works - Solid Waste Management

ITEM	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	2028 BUDGET ESTIMATES	TOTAL PROJECT ESTIMATES
<b>Expenses</b>											
<b>1 Closed Landfill sites - Environmental protection, compliance and rehabilitation</b>											
Oshawa landfill			1,130,000	420,000	220,000	550,000	150,000	150,000		150,000	2,770,000
Remediation - Erosion and leachate control									3,350,000		3,350,000
Rehabilitation - Site repurposing (greenspace)											-
Blackstock landfill (Port Perry) <sup>1</sup>	253,000										253,000
Rehabilitation of mined landfill - landscaping											-
Scugog landfill			560,000		940,000						560,000
Remediation - Purchase Contaminant Attenuation Zone											940,000
Rehabilitation - Site repurposing (greenspace)											-
Scott landfill (Uxbridge) <sup>2</sup>											-
Landfill Reclamation (Mining)		2,900,900									2,900,900
<b>Subtotal</b>	<b>\$253,000</b>	<b>\$2,900,900</b>	<b>\$1,690,000</b>	<b>\$420,000</b>	<b>\$1,160,000</b>	<b>\$550,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$3,350,000</b>	<b>\$150,000</b>	<b>10,773,900</b>
<b>2 New Clarington MHSW Facility - construction/Call Centre staff relocation</b>	160,000										160,000
<b>Subtotal</b>	<b>\$160,000</b>	<b>\$0</b>	<b>\$160,000</b>								
<b>3. Long-term Organics Management Plan <sup>3</sup></b>											
Transfer, mixed waste pre-sort and anaerobic digestion to increase organics diversion											165,300,000
Design and construction (assuming P3 DBOM contract)		165,300,000									165,300,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$165,300,000</b>	<b>\$0</b>	<b>\$165,300,000</b>							
<b>4. Durham/York Energy Centre <sup>4</sup></b>											
Expansion EA and potential waste heat recovery project											10,060,000
Expansion EA process and consulting (could take 4 to 10 years to complete)	60,000	10,000,000									10,060,000
Consultant investigation - additional waste heat utilization / project construction <sup>5</sup>		100,000	900,000								1,000,000
<b>Subtotal</b>	<b>\$60,000</b>	<b>\$10,100,000</b>	<b>\$900,000</b>	<b>\$0</b>	<b>\$11,060,000</b>						
<b>5. Modifications and/or new waste management facilities (WMFs) <sup>6</sup></b>											
Optimization of older WMF sites and/or new sites for efficiencies/growth						500,000	1,100,000	3,152,500			10,505,000
Future optimizations or new sites		2,600,000	3,152,500								8,500,000
New Seaton facility			8,500,000								8,500,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$2,600,000</b>	<b>\$11,652,500</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$1,100,000</b>	<b>\$3,152,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,005,000</b>
<b>6. Upgrades of Equipment at Material Recovery Facility (MRF) <sup>7</sup></b>											
Equipment upgrades (Efficiency enhancements and maximize revenues/diversion)	1,130,000	290,000	260,000	520,000							2,200,000
<b>Subtotal</b>	<b>\$1,130,000</b>	<b>\$290,000</b>	<b>\$260,000</b>	<b>\$520,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,200,000</b>
<b>7. Long Term Waste Management Master Plan <sup>8</sup></b>											
Consultant investigations and public consultation	200,000		300,000								500,000
<b>Sub-total</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$500,000</b>						
<b>TOTAL MAJOR CAPITAL EXPENSES <sup>9</sup></b>	<b>\$1,803,000</b>	<b>\$181,190,900</b>	<b>\$14,802,500</b>	<b>\$940,000</b>	<b>\$1,660,000</b>	<b>\$1,650,000</b>	<b>\$3,302,500</b>	<b>\$150,000</b>	<b>\$3,350,000</b>	<b>\$150,000</b>	<b>\$208,998,900</b>

**Notes:**

- The \$1.4 million Blackstock landfill mining pilot will be complete in 2019, with approximately \$1.1 million of eligible costs approved for a FCM, Green Municipal Fund grant of \$350,000, subject to pilot completion and proof of incurred costs.
- The Scott Landfill reclamation project planned for 2020 will be informed and refined based on the completion of the Blackstock reclamation (mining) pilot project in 2019.
- Regional Council approved the transfer, mixed waste pre-sort and anaerobic digestion organics processing as preferred technologies for the long-term organics management plan.  
The preliminary capital forecast provides for \$165.3 million of Regionally owned and financed organics management facilities, including transfer and mixed waste pre-sort.  
Regional Council will determine whether the preferred organics management solution is a capital project or a long-term service contract.  
Should the long-term organics management plan not proceed, it is anticipated that Phase 2 DYEC expansion will be required as early as 2024 at up to \$200 million (Durham and York shares to be determined).
- Durham's DYEC capacity is 110,000 tonnes compared to approx. 118,223 tonnes of post-diversion garbage residue disposed in 2018 (excess to contingency landfill). In 2019, \$60,000 is recommended for an EA terms of reference, given an EA process could take between 4 and 10 years. The EA process may be delayed beyond 2020 with expansion requirements also pushed beyond the forecast period, should the long-term organics management strategy proceed as planned.  
The Region of York's share of costs to be determined.
- A consultant study is proposed in 2020 to investigate options and potential uses of DYEC waste heat beyond current in-house usage and energy production maximization to grid.
- Given significant potential to optimize old WMF sites and maximize the reuse potential of waste and growth which has decreased the safety and effectiveness of the Oshawa site, a 2019 waste optimization study for Oshawa WMF is recommended.  
(funded from operating)  
The currently estimated cost of optimization forecast for 2020 is \$2.6 million, although estimates will be refined based upon the 2019 study. Through 2021 to 2025 additional modifications and/or new facilities are contemplated (\$16.4 million).
- The MRF is now beyond a decade old and requires equipment replacements of \$2.2 million to effectively separate marketable materials and reduce residual contamination. Staff will pursue any available grant funding opportunities.
- A new Solid Waste Master Plan is proposed to be developed through a consulting study to guide the Region through to 2040.
- Preliminary financing provided. Actual financing to be approved by Regional Council on a project specific basis.

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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.



**2019 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.



**2019 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.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Update the Transportation Master Plan to include active transportation, including the Regional cycling network.</li> <li>◆ Develop strategic measures and infrastructure to support integrated mobility throughout the Region.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop strategies to implement the objectives outlined in the Transportation Master Plan and Transit Service Strategy.</li> <li>◆ Develop strategic measures and infrastructure to support integrated mobility throughout the Region.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Plan, forecast and manage provision, operation, maintenance and capital costs for existing and new infrastructure.</li> <li>◆ Rationalize road jurisdiction and management in partnership with local municipalities.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities.</li> <li>◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.</li> </ul>	



**2019 Business Plan**

**Works - General Tax**

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

## PROGRAM SUMMARY



### 2019 Business Plan

### Works - General Tax

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Winter Control	10,889	10,015	10,048	90	10,138
2 Roadside Maintenance	5,059	4,455	4,488	129	4,617
3 Storm Sewers	161	257	259	(78)	181
4 Traffic - Signals and Systems	2,102	1,918	1,938	60	1,998
5 Traffic - Signs, Markings and Roadside Protection	2,490	1,832	1,883	(4)	1,879
6 Traffic - Engineering and Central Control Systems	2,420	2,894	3,022	307	3,329
7 Engineering and Staff Support	4,006	3,896	4,106	417	4,523
8 Facilities Management	3,199	3,093	3,209	74	3,283
9 Regional Forest	-	-	-	-	-
10 Depot Operations	4,175	4,069	4,238	(131)	4,107
11 Fleet Operations	-	-	-	-	-
12 Fleet Clearing	-	-	-	-	-
13 Payroll Clearing	-	-	-	-	-
14 Administration	406	414	430	(1)	429
15 Headquarters Shared Cost	605	605	548	71	619
<b>Operating Subtotal</b>	<b>35,512</b>	<b>33,448</b>	<b>34,169</b>	<b>934</b>	<b>35,103</b>

## PROGRAM SUMMARY



### 2019 Business Plan

### Works - General Tax

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>16 Tangible Capital Assets:</b>					
1R Facilities Management - New	205	205	-	-	-
2R - Replacement	125	125	-	851	851
3R Fleet and Equipment - New	239	239	-	370	370
4R - Replacement	7,894	7,894	4,019	4,360	8,379
5R Construction of Municipal Services	6,205	6,205	6,200	-	6,200
<b>Tangible Capital Assets Subtotal</b>	<b>14,668</b>	<b>14,668</b>	<b>10,219</b>	<b>5,581</b>	<b>15,800</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
6R Facilities Management - Recovery from Reserve / Reserve Fund	-	-	-	(851)	(851)
7R Fleet and Equipment - Recovery from Reserve / Reserve Fund	(7,715)	(7,715)	(3,947)	(4,360)	(8,307)
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>(7,715)</b>	<b>(7,715)</b>	<b>(3,947)</b>	<b>(5,211)</b>	<b>(9,158)</b>
<b>Net Tangible Capital Assets</b>	<b>6,953</b>	<b>6,953</b>	<b>6,272</b>	<b>370</b>	<b>6,642</b>
<b>Net Program Expenses</b>	<b>42,465</b>	<b>40,401</b>	<b>40,441</b>	<b>1,304</b>	<b>41,745</b>
<b>Summary of Increase (Decrease)</b>			<b>\$40</b>	<b>0.10%</b>	<b>\$1,344</b>
					<b>3.33%</b>

**PROGRAM SUMMARY**



**2019 Business Plan**

**Works - General Tax**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	1,143	Economic increases
Salaries & Benefits	206	Annualization (3.566 positions)
Salaries & Benefits	37	2019 Position upgrades (4.0 positions)
Operating Expenses	(50)	Utility savings
Operating Expenses	(91)	Remove one-time items
Operating Expenses	131	Inflationary increases (other)
Fees & Service Charges	31	Add one-time items
Fees & Service Charges	(31)	Inflationary increases
Minor Assets & Equipment	(5)	Remove one-time items (various)
Major Repairs & Renovations	(49)	Remove one-time items (various)
Tangible Capital Assets - New/Replacement	(680)	Add one-time items (various)
Increased Recoveries:		
Capital Program & Interdepartmental	(495)	Economic increases
Water Supply	(75)	Economic increases
Sanitary Sewer	(32)	Economic increases
	<u>40</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Works - General Tax

\$ 000's

#### Maintenance Operations

##### Winter Control

<ul style="list-style-type: none"> <li>◆ Increase in ploughing related to growth in lane kilometres due to completed Regional road widening projects and new development, increased material requirements due to more frequent application of brine and salt to maintain safe roadways and projected storm response requirements resulting from changing weather patterns</li> </ul>	500
<ul style="list-style-type: none"> <li>◆ Decrease in standby contract costs (-\$371k) and call out contract costs (-\$215k) based on review of effects from new contracts beginning in November of 2018</li> </ul>	(586)
<ul style="list-style-type: none"> <li>◆ Increase in winter road patrol based on review of historical actuals and forecasted requirements</li> </ul>	169
<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements in other winter control activities, including; drainage (-\$41k), snow fencing (\$21k), spring cleaning (\$16k), winter road supervision (\$7k) and miscellaneous other activities (\$4k)</li> </ul>	7
	<b>90</b>

##### Roadside Maintenance

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements for activities including shoulder grading (\$104k), spray patching (-\$96k), cutting brush and trees (\$85k), asphalt surface repair (-\$83k), litter pickup (\$70k), ditching (\$48k) and various other roadside maintenance activities (\$1k)</li> </ul>	129
	<b>129</b>

##### Storm Sewers

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements for activities including storm sewer maintenance holes (-\$41k), cleaning by hydrojet (-\$8k), visual storm sewer inspection (-\$7k), connection repairs (-\$8k), outfall repairs (-\$7k) and various other storm sewer activities (-\$7k)</li> </ul>	(78)
	<b>(78)</b>

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Works - General Tax

\$ 000's

#### Traffic Operations

##### Signals and Systems

- ◆ Adjustments to reflect actual costs and forecasted requirements for regular signal maintenance (\$56k), signal controller inspections (\$54k), warning signal preventative maintenance (-\$25k), signal controller graffiti removal (-\$21k) and various other traffic signals and systems activities (-\$4k) 60

60

##### Signs, Markings and Roadside Protection

- ◆ Adjustments to reflect actual costs and forecasted requirements related to various signs, markings and roadside protection activities (4)

(4)

##### Engineering and Central Control Systems

- ◆ Increase for Vision Zero Safety Initiatives in order to reduce the number of traffic-related fatalities and injuries 250
- ◆ Increase in Automated Traffic Management System (ATMS) maintenance based on review of forecasted requirements 66
- ◆ Adjustments to various other engineering and central control systems activities (9)

307

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Works - General Tax

\$ 000's

#### Engineering and Staff Support

<ul style="list-style-type: none"> <li>◆ Proposed new positions representing 3.716 FTEs, to start July 1st, 2019:                             <ul style="list-style-type: none"> <li>◆ One (1) Senior Project Coordinator in Construction Management Services to aid with design reviews of capital construction projects, review and prepare tenders, project management and quality control. This position will be shared with Water Supply and Sanitary Sewerage (Annualized impact is \$41.4k) (0.358 FTE)</li> <li>◆ One (1) Project Supervisor in Construction Management Services to supervise capital construction for projects in the roads, water supply and sanitary sewerage portfolios. This position will be shared with Water Supply and Sanitary Sewerage (Annualized impact is \$51.5k) (0.358 FTE)</li> <li>◆ One (1) Clerk 3 in Traffic Operations to provide clerical support for the large increase in locate requests, reception support and timekeeping. This position is a conversion of a temporary position to permanent (Annualized impact is \$78.8k) (1.000 FTE)</li> <li>◆ One (1) Works Technician 2 in Transportation Design for intermediate level road design and to provide CAD support (Annualized impact is \$101.0k) (1.000 FTE)</li> <li>◆ One (1) Project Manager in Transportation Design to manage and provide technical oversight on internal and external roads projects (Annualized impact is \$157.5k) (1.000 FTE)</li> </ul> </li> <li>◆ Decrease in temporary pay to fund the conversion of the Clerk 3 position in Traffic Operations to permanent, as noted above</li> <li>◆ Upgrade of an existing Works Technician 2 to a Works Technician 5 in Transportation Design to meet operational requirements</li> <li>◆ Increase in temporary pay and overtime in Construction Management Services based on review of historical actuals and forecasted requirements</li> <li>◆ Increase in recoveries from capital projects due to proposed new positions listed above</li> <li>◆ Decrease in recoveries from capital projects in Traffic Operations for FTEs whose payroll costs and associated recoveries are reflected in Payroll Clearing</li> <li>◆ Increase in fleet maintenance and utilization, costs based on review of historical actuals and forecasted requirements</li> <li>◆ Increase in uniform costs and protective clothing in Traffic Operations due to arc flash requirements</li> <li>◆ Adjustments to various other accounts in order to reflect actual costs and forecasted requirements</li> </ul>	21 26 39 50 79 (39) 22 19 (146) 187 44 25 91 <hr style="border: 1px solid black;"/> <hr style="border: 1px solid black;"/> <b>417</b>
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## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Works - General Tax

\$ 000's

#### Facilities Management

♦ Proposed new positions representing 0.576 FTEs, to start July 1st, 2019:	
♦ Two (2) Technical Assistants to provide support for the administration of corporate facility maintenance contracts. Both of these positions are conversions of long-term temporary resources to permanent full-time positions. These positions are shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized impact is \$49.6k) (0.576 FTEs)	25
♦ Decrease in temporary salary budget related to conversions of temporary positions to permanent full-time, as listed above	(25)
♦ Increase in major repairs and renovations for the repair of the mezzanine structure at Scugog Depot	20
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements, including; vehicle operations (\$32k), building and grounds operations (\$13k), and various other accounts (\$9k)	54
	<b>74</b>

#### Regional Forest

♦ Increase in forecasted expenses by Lake Simcoe Region Conservation Authority	33
♦ Forecasted decrease in revenues generated by forest harvesting activities	6
♦ Increased contribution from Regional Forest Reserve required to finance forest operations based on 2019 work plan	(39)
	<b>0</b>

#### Depot Operations

♦ Decrease in temporary pay and overtime based on actual costs and forecasted requirements	(40)
♦ Decrease in general road supervisory activities as a result of increasing field supervision requirements	(26)
♦ Decrease in technical training for Depot Operations due to reduced requirements for specialized training	(100)
♦ Increase in software licences for the addition of mobile patrol software to automate collection of information required to fulfill legislated record keeping and reporting requirements for road patrol activities	40
♦ Adjustments to various other accounts in order to reflect actual costs and forecasted requirements	(5)
	<b>(131)</b>

#### Fleet Operations

♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	51
♦ Increase in recoveries associated with the above adjustments	(51)
	<b>-</b>

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Works - General Tax

\$ 000's

#### Payroll Clearing

- ◆ Proposed new position representing 1.000 FTE, to start July 1st, 2019:
  - ◆ One (1) Skilled Maintenance Worker 1 at the Orono Depot to assist with all Depot activities related to Roads, Water, and Sewer (Annualized impact is \$95.0k) (1.000 FTE) 48
- ◆ 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 188
- ◆ 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 (236)

-

#### Administration

- ◆ Adjustments to reflect actual costs and forecasted requirements in various accounts (1)

(1)

#### Headquarters Shared Cost

- ◆ Works - General Tax share of costs related to the operation and maintenance of Regional Headquarters 71

71

#### 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 370

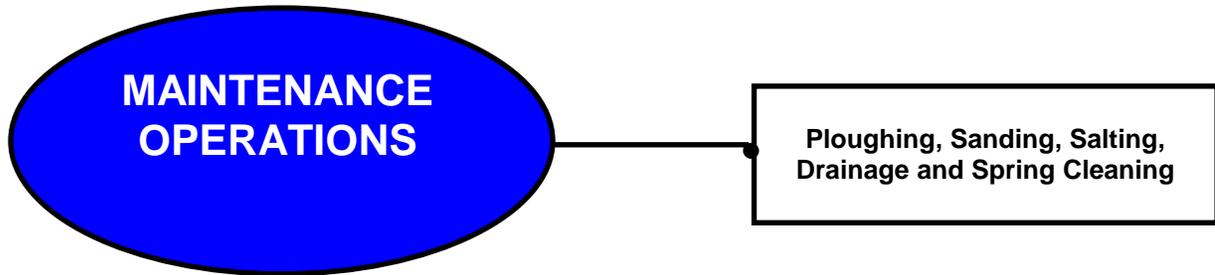
370

**Total Program Changes** 1,304



**2019 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

- ◆ A significant portion of the Region's road network is located in the rural area in northern Durham which is subject to more frequent winter storm events than the southern areas of Durham. The number of events in 2018 by each area depot are:  
Ajax/Pickering - 57, Oshawa/Whitby - 55, Orono - 76, Brock/Sunderland/Uxbridge - 84 and Scugog - 81
- ◆ The operating costs for winter maintenance are influenced by:
  - The frequency and severity of winter storm events and freeze-thaw cycles
  - The extent of the road network located in urban areas
  - The municipality's service threshold for response to a winter storm event
- ◆ Road patrol vehicles are equipped with infrared road temperature sensors, a plow and a sander/salter unit to provide a rapid response to developing road conditions
- ◆ Incorporation of new methods in winter control as identified through the Region of Durham Salt Management Plan including the use of liquids (salt brine) for pre-wetting (wetting granular salt) and anti-icing (spraying brine only). The pre-wet salt application enables salt to work more efficiently. Pre-wetting and anti-icing is performed at all five (5) Regional depots
- ◆ Anti-icing operations include hills, curves, bridges, sheltered areas and intersections prone to frost and "black ice"
- ◆ The Regional road system is composed entirely of arterial roads. Arterial roads face enhanced impacts of higher volumes of traffic and therefore demand and receive a higher level of service than non-arterial roads. On a small portion of the Regional road network winter maintenance services are provided by the local municipalities (Town of Ajax, Town of Whitby and the Municipality of Clarington) and these costs are included in the operating costs per lane kilometre
- ◆ Allowance for 600 truck loads of snow to be removed from the Regional roads where there is insufficient room for snow storage
- ◆ 12,500 m of snow fence will be erected and removed to control snow drifting across Regional roads



**2019 Program Detail**

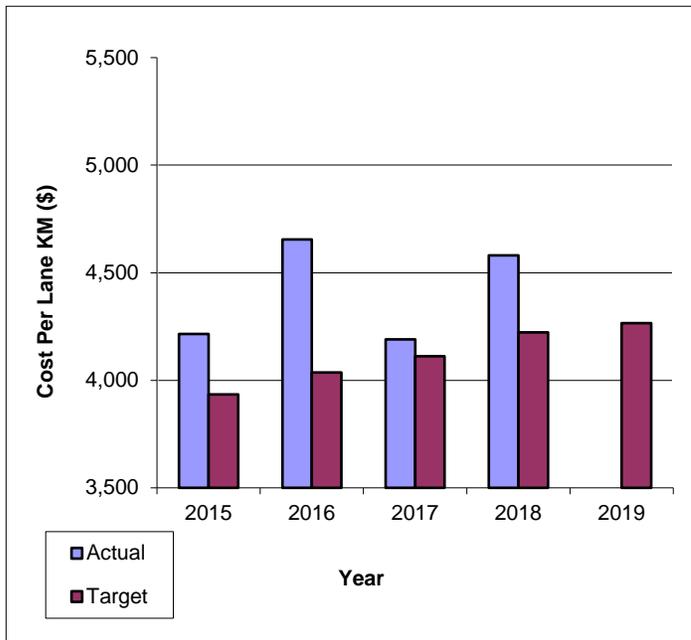
**Works - General Tax**

**Description of Program Resources:**

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

**Performance Measurements:**

**Efficiency**



**Winter Operating Cost Per Lane KM**

*The 2018 cost for Winter Operations at \$4,521/km is higher than 2017. This increased cost is reflective of the increased number of winter events that affected Durham Region in 2018*

Costs derived from FIR documentation and trending analysis

**PROGRAM 1  
WINTER CONTROL**



**2019 Program Detail**

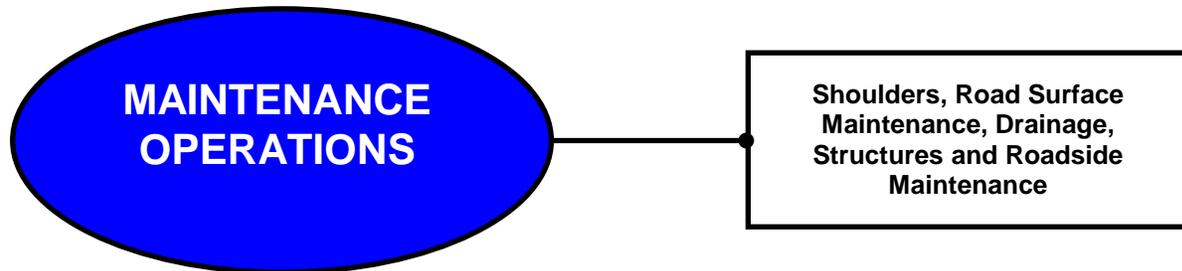
**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Ploughing	5,906	4,812	4,838	488	5,326
Ploughing - Municipal Billing	101	76	76	16	92
Snow Removal	96	78	78	6	84
Snow Removal-Ditch - Municipal Billing	26	51	51	(23)	28
Standby - Contract	1,428	1,675	1,675	(371)	1,304
Call Out - Contract	1,650	1,881	1,881	(215)	1,666
Snow Fencing Erection	135	197	198	21	219
Winter Road Supervision	179	205	206	7	213
Winter Road Patrol	500	397	399	174	573
Loading Sand-Salt	-	-	-	-	-
Drainage	228	181	182	(41)	141
Spring Cleaning	288	255	256	22	278
Off Duty Time	101	73	73	10	83
Spring Cleaning - Municipal Billing	92	35	35	-	35
Winter Maintenance Other	159	99	100	(4)	96
<b>Net Program Expenses</b>	<b>10,889</b>	<b>10,015</b>	<b>10,048</b>	<b>90</b>	<b>10,138</b>



**2019 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

- ◆ The program includes activities related to the maintenance of the 2,377 lane kilometres of paved road surface, and 214 bridges and culverts greater than 3 metres
- ◆ Patching activities cover filling potholes, ruts and depressions utilizing approximately 4,000 tonnes of cold and hot mix asphalt
- ◆ Treatment of shoulders with liquid calcium chloride to control dust as required
- ◆ Priming of shoulders with liquid asphalt to control dust and erosion problems as required
- ◆ Maintenance of roadside visibility and safety, including tree removal and trimming and vegetation control
- ◆ Ditches are cleaned and re-graded as required
- ◆ Entrance culverts are cleaned to remove gravel and vegetation as required/requested, on a cost recovery basis
- ◆ Cleaning of catch basins
- ◆ Mowing of rural roadside grass one swath wide in two mowings per cutting season
- ◆ Mowing of 95 ha of urban boulevards 12 times per cutting season

**Description of Program Resources:**

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

**Performance Measurements:**

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



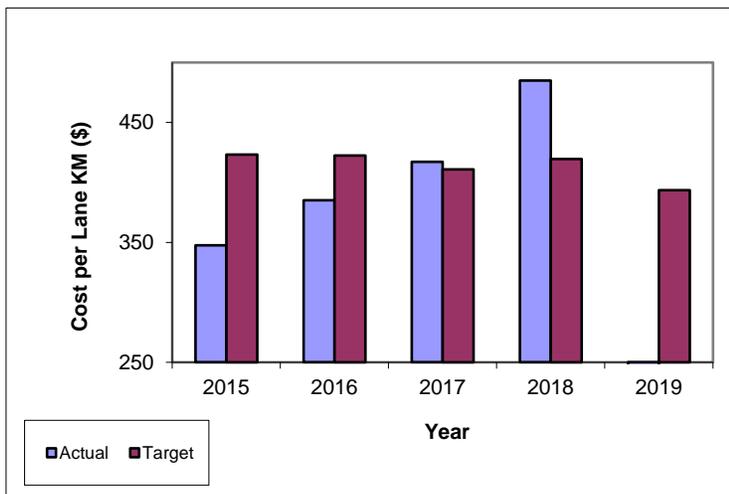
**2019 Program Detail**

**Works - General Tax**

**Performance Measurements: (continued)**

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

**Efficiency**

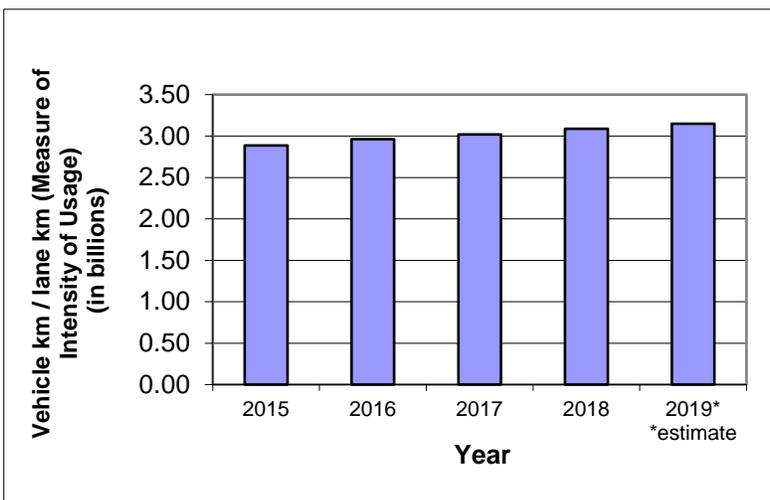


**Maintenance Operations Asphalt Roller Patch Cost per Lane Km**

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

*\*Lane kms for 2019 are estimated. The graph has been restated to reflect MBN Canada reported lane kilometres.*

**Community Impact**



**Growth in Road Network Use**

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

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

**PROGRAM 2  
ROADSIDE MAINTENANCE**



**2019 Program Detail**

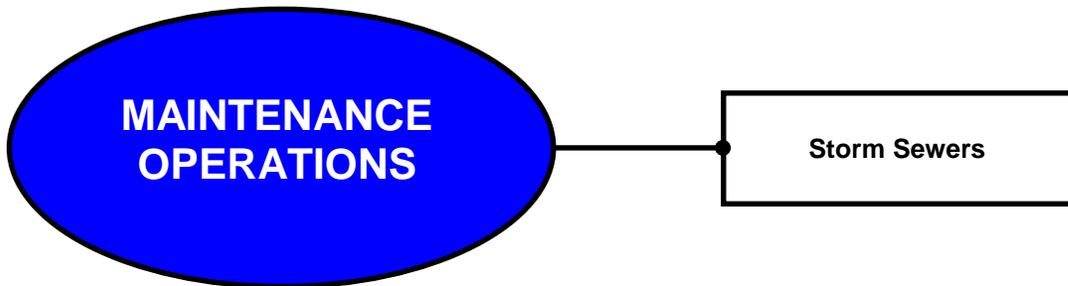
**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
Asphalt Surface Repair Patch Roll	1,153	997	1,018	(83)	935
Spray Patching - Primed Shoulders	157	263	264	(96)	168
Shoulder Grading	965	845	848	104	952
Shoulders Dust Control	27	17	18	2	20
Ditching	693	649	651	48	699
Bridge Maintenance	144	131	131	(35)	96
Replace Culverts	167	120	120	22	142
Catchbasins Mechanical Cleaning	113	87	87	(9)	78
Catchbasin Other	140	118	119	3	122
Curb & Gutter Replacement	-	9	9	(3)	6
Machine Mowing - Rural	186	183	183	31	214
Machine Mowing - Urban	236	258	258	(3)	255
Vegetation Control	32	22	22	3	25
Cutting Brush & Trees	715	380	381	85	466
Litter Pickup	296	296	298	70	368
Landscaping Other	35	80	81	(10)	71
<b>Net Program Expenses</b>	<b>5,059</b>	<b>4,455</b>	<b>4,488</b>	<b>129</b>	<b>4,617</b>



**2019 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

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

**Performance Measurements:**

- ◆ Maintenance of 290 km of Regional storm sewers (does not include cross culverts) which include 4,523 maintenance holes and 436 outfalls
- ◆ Cleaning of storm sewers by hydrojet flushing or by dragging with bucket machines when accumulations of sediment reach a depth of 1/6 of the pipe diameter in 1,060 mm pipe or smaller, or 180 mm in depth in pipe larger than 1,060 mm

**PROGRAM 3  
STORM SEWERS**



**2019 Program Detail**

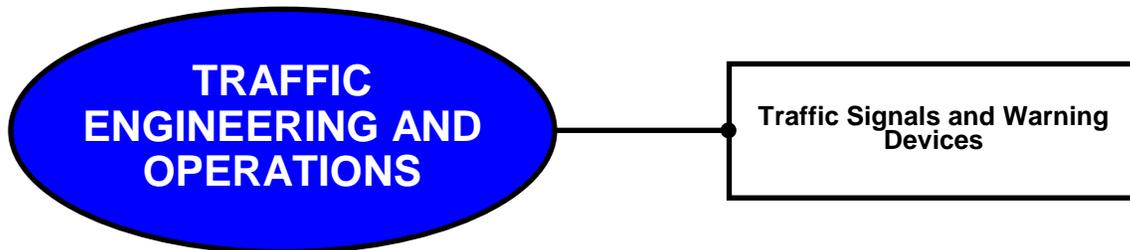
**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Storm Sewer Inspection - Visual	24	38	38	(7)	31
Inspect CCTV	-	2	2	(1)	1
Other General	8	10	10	(3)	7
Storm Sewer Cleaning Hydrojet	1	10	10	(8)	2
Storm Sewer Cleaning Other	32	30	30	(3)	27
Storm Sewer Maintenance Hole Other	96	145	147	(41)	106
Service Repair	-	8	8	(8)	-
Storm Sewer Outfall Repair	-	14	14	(7)	7
<b>Net Program Expenses</b>	<b>161</b>	<b>257</b>	<b>259</b>	<b>(78)</b>	<b>181</b>



**2019 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ Maintenance of traffic control signals and associated devices. A diverse range of activities provide for the effective operation and maintenance of Regional, municipal and provincial traffic signal infrastructure (614 signalized intersections) to ensure the safe and efficient movement of motorists, cyclists and pedestrians
- ◆ Evaluation of new technologies, materials and methods. Testing of new equipment, materials and related process improvements
- ◆ Installation and maintenance of traffic control devices and beacons, central traffic control system devices, closed circuit television (CCTV) and associated communication and intelligent transportation systems (ITS) technology to ensure right-of-way control and operational efficiencies in accordance with prescribed regulations and standards
- ◆ Provides utility locates to ensure that underground electrical services are identified prior to excavation
- ◆ Certification and training of operations staff to ensure compliance with regulations and technology knowledge

**Description of Program Activities:**

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



**2019 Program Detail**

**Works - General Tax**

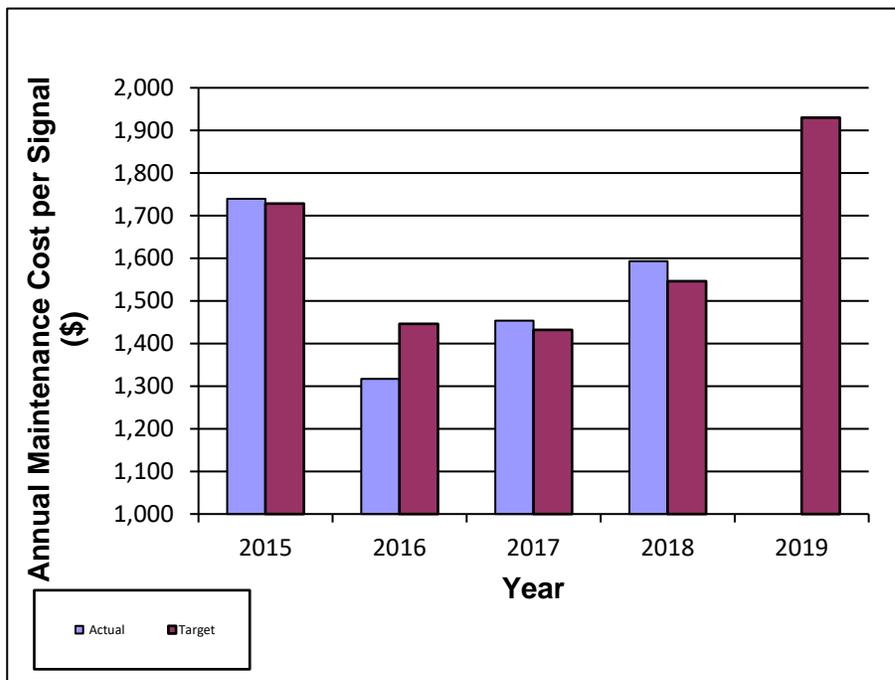
**Description of Program Resources:**

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

**Performance Measurements:**

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

**Efficiency**



**Annual Maintenance Cost per Signal**

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

**PROGRAM 4  
TRAFFIC - SIGNALS AND SYSTEMS**



**2019 Program Detail**

**Works - General Tax**

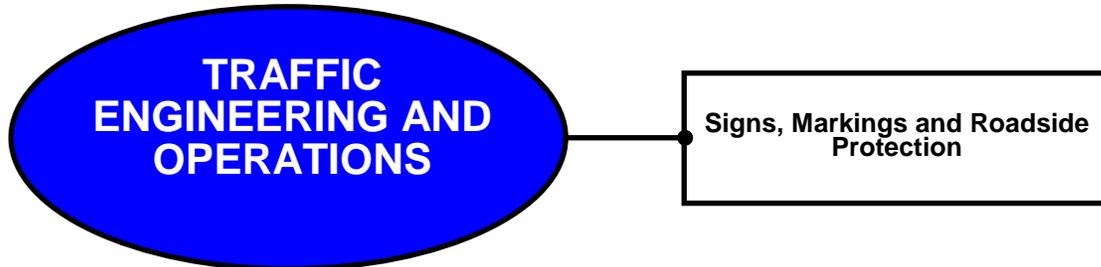
Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Signal Maintenance Regular	601	662	687	56	743
Signal Vehicle Loop Repairs	67	66	68	(1)	67
Signal Maintenance Monitor Testing	150	134	133	2	135
Signal Controller Inspection	52	46	49	54	103
Miscellaneous Maintenance	37	21	21	(21)	-
Signal Trouble Calls	447	286	296	4	300
Signal Maintenance Locates	333	279	291	-	291
Warning Signal Preventative Maintenance	14	24	25	(25)	-
Warning Signal Emergency Maintenance	-	9	9	(9)	-
Signals - Systems Supervision	64	67	71	-	71
Signals - Systems Minor Maintenance	2	-	-	-	-
Signals - Systems Purchased Service	230	294	257	-	257
Signals - Systems Crew Overhead	100	25	26	5	31
Signals - Systems Breakdown	3	4	4	(4)	-
Signals - Systems Inclement Weather	2	1	1	(1)	-
<b>Net Program Expenses</b>	<b>2,102</b>	<b>1,918</b>	<b>1,938</b>	<b>60</b>	<b>1,998</b>

# PROGRAM 5 TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION



**2019 Program Detail**

**Works - General Tax**



## **Purpose:**

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

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

## **Description of Program Activities:**

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

# PROGRAM 5

## TRAFFIC - SIGNS, MARKINGS AND ROADSIDE PROTECTION



### 2019 Program Detail

### Works - General Tax

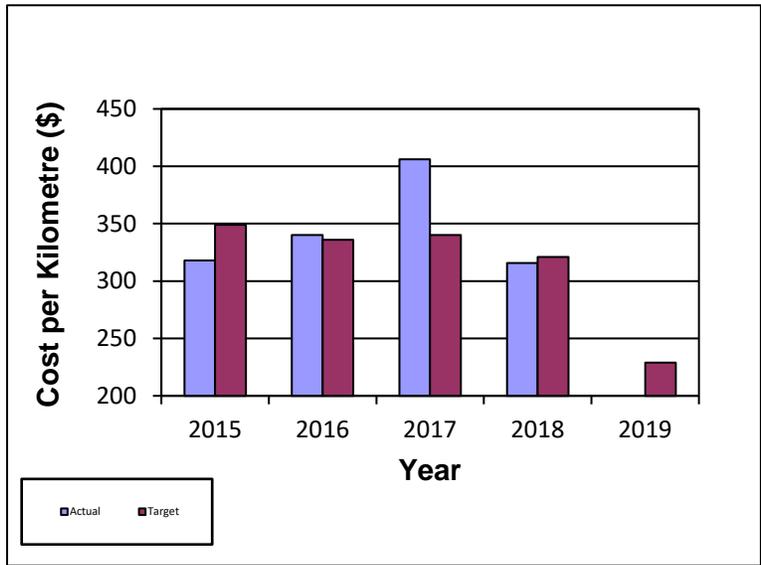
#### Description of Program Resources:

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

#### Performance Measurements:

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

#### Efficiency



#### Line Marking Cost Per Kilometre

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

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



**2019 Program Detail**

**Works - General Tax**

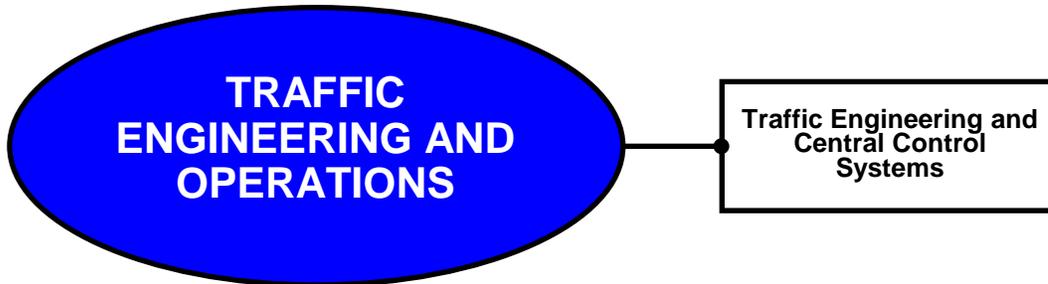
Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Pavement Lane Line Marking	1,310	900	916	-	916
Special Markings - Plastic	253	238	238	(25)	213
Sign Replacement-Mtce	585	446	471	14	485
Roadside Protection Maintenanc	214	140	146	17	163
Cable Guide Rail Maintenance	5	17	17	(17)	-
Lines & Signs Supervision	61	58	61	-	61
Lines & Signs Minor Mtce	-	-	-	-	-
Lines & Signs Crew Overhead	32	16	17	24	41
Lines & Signs Breakdown	15	9	9	(9)	-
Lines & Signs Inclemnt Weather	15	8	8	(8)	-
<b>Net Program Expenses</b>	<b>2,490</b>	<b>1,832</b>	<b>1,883</b>	<b>(4)</b>	<b>1,879</b>

# PROGRAM 6 TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS



2019 Program Detail

Works - General Tax



## Purpose:

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

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

# PROGRAM 6 TRAFFIC - ENGINEERING AND CENTRAL CONTROL SYSTEMS



## 2019 Program Detail

## Works - General Tax

### Description of Program Activities:

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

### Description of Program Resources:

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

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



**2019 Program Detail**

**Works - General Tax**

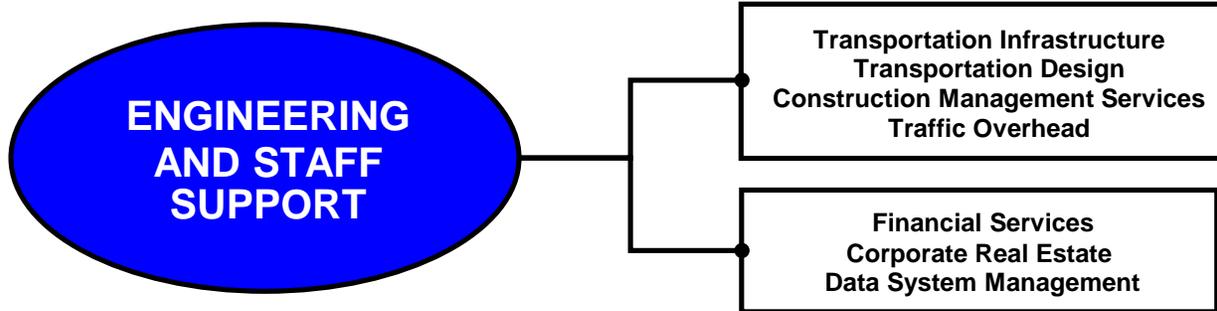
<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
ATMS Maintenance	1,375	1,576	1,643	66	1,709
Traffic Data Management	148	412	430	(13)	417
Traffic Engineering & Studies	863	850	892	-	892
Vision Zero Safety Initiatives	-	-	-	250	250
Railway Purchase Service	34	56	57	4	61
<b>Net Program Expenses</b>	<b>2,420</b>	<b>2,894</b>	<b>3,022</b>	<b>307</b>	<b>3,329</b>

# PROGRAM 7 ENGINEERING AND STAFF SUPPORT



## 2019 Program Detail

## Works - General Tax



### Purpose:

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

#### Transportation Infrastructure

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

#### Transportation Design

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

#### Construction Management Services

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

#### Traffic Overhead

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

#### Financial Services

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

#### Corporate Real Estate

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

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

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



**2019 Program Detail**

**Works - General Tax**

**Description of Program Activities:**

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

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

Transportation Infrastructure

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

Transportation Design

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

Construction Management Services

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



2019 Program Detail

Works - General Tax

Description of Program Activities: (continued)

Traffic Overhead

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

Financial Services

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

Corporate Real Estate

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



2019 Program Detail

Works - General Tax

Description of Program Activities: (continued)

Data System Management (GIS Group)

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

Description of Program Resources:

- ◆ 2019 Full Time Employees 77.564  
2018 Full Time Employees 73.848

One (1) Senior Project Coordinator in Construction Management Services to aid with design reviews of capital construction projects, review and prepare tenders, project management and quality control. This position will be shared with Water Supply and Sanitary Sewerage (0.358 FTE)

One (1) Project Supervisor in Construction Management Services to supervise capital construction for projects in the roads, water supply and sanitary sewerage portfolios. This position will be shared with Water Supply and Sanitary Sewerage (0.358 FTE)

One (1) Clerk 3 in Traffic Operations to provide clerical support for the large increase in locate requests, reception support and timekeeping. This position is a conversion of a temporary position to full time (1.000 FTE)

One (1) Works Technician 2 in Transportation Design for intermediate level road design and to provide CAD support (1.000 FTE)

One (1) Project Manager in Transportation Design to manage and provide technical oversight on internal and external roads projects (1.000 FTE)

## PROGRAM 7 ENGINEERING AND STAFF SUPPORT



### 2019 Program Detail

### Works - General Tax

#### Performance Measurements:

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

**PROGRAM 7  
ENGINEERING AND STAFF SUPPORT**



**2019 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	8,708	9,371	9,585	288	9,873
Payroll Maintenance Management - Charge	-	1	1	(1)	-
Payroll Maintenance Management - Recovery	(5,163)	(5,905)	(5,905)	41	(5,864)
<b>Net Personnel Expenses</b>	<b>3,545</b>	<b>3,467</b>	<b>3,681</b>	<b>328</b>	<b>4,009</b>
Personnel Related	365	329	330	34	364
Communications	134	104	104	12	116
Supplies	110	93	92	(5)	87
Computer Maintenance & Operations	39	57	57	4	61
Materials & Services	18	16	17	(2)	15
Buildings & Grounds Operations	14	33	33	-	33
Equipment Maintenance & Repairs	9	6	6	1	7
Vehicle Operations	31	5	5	44	49
Professional Services	93	129	130	(2)	128
Bad Debt Expenses	-	1	1	(1)	-
Minor Assets & Equipment	-	6	-	-	-
Contribution to Reserve & Reserve Funds	-	1	1	(1)	-
<b>Operating Expenses Subtotal</b>	<b>4,358</b>	<b>4,247</b>	<b>4,457</b>	<b>412</b>	<b>4,869</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Works	(42)	(41)	(41)	-	(41)
Recovery - Regional Environmental Lab	(14)	(36)	(36)	-	(36)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(56)</b>	<b>(77)</b>	<b>(77)</b>	<b>-</b>	<b>(77)</b>
<b>Gross Operating Expenses</b>	<b>4,302</b>	<b>4,170</b>	<b>4,380</b>	<b>412</b>	<b>4,792</b>

**PROGRAM 7  
ENGINEERING AND STAFF SUPPORT**



**2019 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Tangible Capital Assets</b>					
New	118	118	-	26	26
Replacement	180	180	64	-	64
<b>Total Tangible Capital Assets</b>	<b>298</b>	<b>298</b>	<b>64</b>	<b>26</b>	<b>90</b>
<b>Total Expenses</b>	<b>4,600</b>	<b>4,468</b>	<b>4,444</b>	<b>438</b>	<b>4,882</b>
<b>Revenues</b>					
Fees & Service Charges	(25)	(14)	(14)	-	(14)
Sale of Publications	(13)	(14)	(14)	-	(14)
Sundry Revenue	(258)	(246)	(246)	5	(241)
<b>Total Revenues</b>	<b>(296)</b>	<b>(274)</b>	<b>(274)</b>	<b>5</b>	<b>(269)</b>
<b>Net Program Expenses</b>	<b>4,304</b>	<b>4,194</b>	<b>4,170</b>	<b>443</b>	<b>4,613</b>

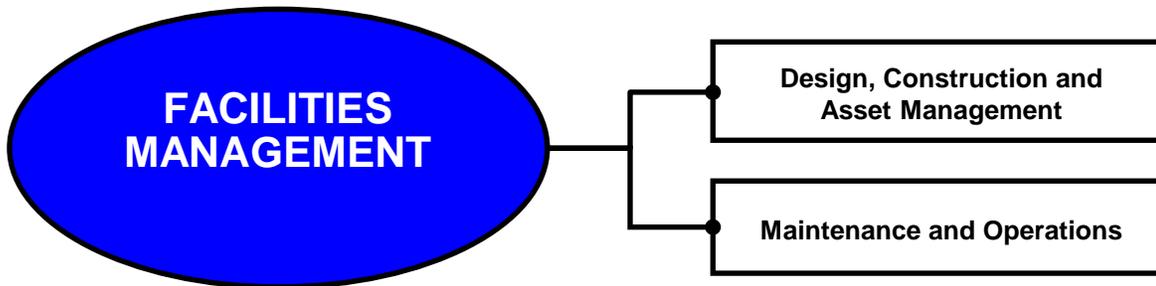
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,613
Less: Tangible Capital Assets	(90)
Net Operating Program Expenses Per Program Summary	<u>4,523</u>



**2019 Program Detail**

**Works - General Tax**



**Purpose:**

Provide overall lifecycle management for Regional facilities including:

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

**Description of Program Activities:**

The Region has 215 facilities with an estimated total area of 432,849 square metres (4.7 million square feet), which generate a significant number of repair and maintenance requests over the course of a year. Major Regional facilities with complex heating, ventilation and air conditioning systems and a large number of occupants create a unique and challenging environment for facility related work

**Design, Construction and Asset Management**

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



**2019 Program Detail**

**Works - General Tax**

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

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

**Maintenance and Operations**

- ◆ Water Supply and Water Pollution Control Plants and Pumping Stations, Traffic, Maintenance and Transit Depots, Solid Waste/Recycling locations, Childcare Centres, Paramedic Stations and leased facilities require support, each with special facility maintenance and property needs based on the clientele and use
- ◆ All Regional facilities require service contracts to complement the daily operation of the facility so client programs may be delivered effectively, such as boiler/heating/air systems, elevators, backflow prevention, fire and life safety, ground maintenance and custodial/environmental services
- ◆ Services provided: Planned preventative maintenance; Contract administration; Occupant support; 24/7 Emergency response; Custodial services
- ◆ In addition to the Region's 215 facilities, the Facilities Management division also looks after the security of the Regional Administration Headquarters building, including access control, security patrol and guard services, and CCTV installation, operation and maintenance
- ◆ Services provided: Security access control; Parking management; Response to Emergency Alarm System; Key control administration; Photo I.D. cards; 24/7 response to Security Systems Alarms

**Description of Program Resources:**

- ◆ 2019 Full Time Employees                      22.375
- ◆ 2018 Full Time Employees                      21.799

Two (2) Technical Assistants to provide support for the administration of corporate facility maintenance contracts. Both of these positions are conversions of long-term temporary resources to permanent full-time positions. These positions are shared with Water Supply, Sanitary Sewerage, and Solid Waste Management (0.576 FTEs)

**Performance Measurements:**

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

**PROGRAM 8  
FACILITIES MANAGEMENT**



**2019 Program Detail**

**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,359	2,361	2,439	-	2,439
Payroll Maintenance Management - Recovery	(620)	(577)	(577)	-	(577)
<b>Net Payroll Expenses</b>	<b>1,739</b>	<b>1,784</b>	<b>1,862</b>	<b>-</b>	<b>1,862</b>
Personnel Related	61	61	61	-	61
Communications	32	19	19	1	20
Supplies	30	28	28	-	28
Utilities	278	286	274	6	280
Computer Maintenance & Operations	7	14	14	-	14
Materials & Services	34	27	27	-	27
Buildings & Grounds Operations	550	437	593	13	606
Equipment Maintenance & Repairs	98	45	45	-	45
Vehicle Operations	15	43	43	32	75
Professional Services	27	73	13	-	13
Contracted Services	151	103	113	-	113
Insurance	80	83	86	2	88
Property Taxes	16	15	15	-	15
Major Repairs & Renovations	49	50	-	20	20
<b>Operating Expenses Subtotal</b>	<b>3,167</b>	<b>3,068</b>	<b>3,193</b>	<b>74</b>	<b>3,267</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works - Charges	185	173	173	-	173
Recovery - Social Housing	(107)	(107)	(116)	-	(116)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>78</b>	<b>66</b>	<b>57</b>	<b>-</b>	<b>57</b>
<b>Gross Operating Expenses</b>	<b>3,245</b>	<b>3,134</b>	<b>3,250</b>	<b>74</b>	<b>3,324</b>

**PROGRAM 8  
FACILITIES MANAGEMENT**



**2019 Program Detail**

**Works - General Tax**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Tangible Capital Assets</b>					
New	205	205	-	-	-
Replacement	125	125	-	851	851
Recovery from Reserve / Reserve Fund	-	-	-	(851)	(851)
<b>Total Tangible Capital Assets</b>	<b>330</b>	<b>330</b>	-	-	-
<b>Total Expenses</b>	<b>3,575</b>	<b>3,464</b>	<b>3,250</b>	<b>74</b>	<b>3,324</b>
<b>Revenues</b>					
Rents	(46)	(41)	(41)	-	(41)
<b>Total Revenues</b>	<b>(46)</b>	<b>(41)</b>	<b>(41)</b>	-	<b>(41)</b>
<b>Net Program Expenses</b>	<b>3,529</b>	<b>3,423</b>	<b>3,209</b>	<b>74</b>	<b>3,283</b>

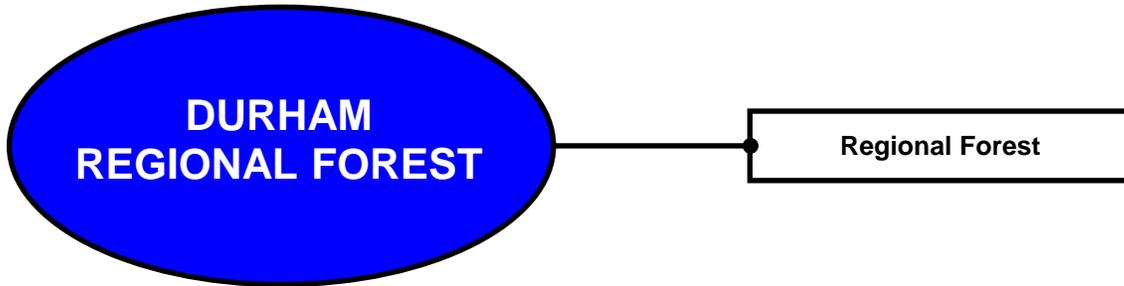
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	3,283
Less: Tangible Capital Assets	851
Less: Recovery from Reserve / Reserve Fund	(851)
Net Operating Program Expenses Per Program Summary	<b>3,283</b>



**2019 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

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

**PROGRAM 9  
REGIONAL FOREST**



**2019 Program Detail**

**Works - General Tax**

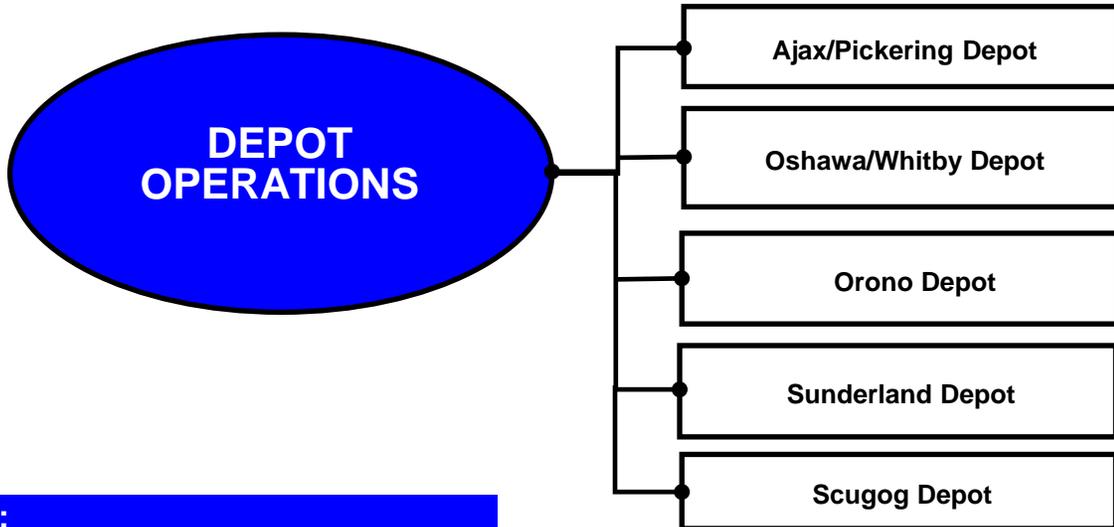
<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Utilities	-	1	1	-	1
Buildings & Grounds Operations	3	1	1	-	1
Professional Services	146	151	151	33	184
Insurance	7	7	7	-	7
<b>Operating Expenses Subtotal</b>	<b>156</b>	<b>160</b>	<b>160</b>	<b>33</b>	<b>193</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works - Facilities Management Charge	1	1	1	-	1
Inter-Departmental Transfers	1	1	1	-	1
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>1</b>
<b>Total Expenses</b>	<b>157</b>	<b>161</b>	<b>161</b>	<b>33</b>	<b>194</b>
<b>Revenues</b>					
Sundry Revenue	(157)	(151)	(151)	(33)	(184)
Regional Forest Reserve	-	(10)	(10)	-	(10)
<b>Total Revenues</b>	<b>(157)</b>	<b>(161)</b>	<b>(161)</b>	<b>(33)</b>	<b>(194)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# PROGRAM 10 DEPOT OPERATIONS



## 2019 Program Detail

## Works - General Tax



### Purpose:

- ◆ To provide leadership and direction to the various depots by effectively monitoring and managing activities including winter control, roadside maintenance, and storm sewer construction and maintenance and to ensure compliance with approved budgets and policy guidelines

### Description of Program Activities:

- ◆ To provide the administrative services required to complete the roads activities (i.e. winter control, roadside maintenance, storm sewers, and general and overhead maintenance)
- ◆ Maintain proper inventory records

### Description of Program Resources:

- ◆ 2019 Full Time Employees 14.376
- ◆ 2018 Full Time Employees 14.376 (restated)

**PROGRAM 10  
DEPOT OPERATIONS**



**2019 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,787	1,709	1,858	(23)	1,835
Payroll Maintenance Management - Charge	1,709	1,578	1,600	(66)	1,534
<b>Net Personnel Expenses</b>	<b>3,496</b>	<b>3,287</b>	<b>3,458</b>	<b>(89)</b>	<b>3,369</b>
Personnel Related	403	534	534	(110)	424
Communications	158	143	143	10	153
Supplies	184	164	165	1	166
Computer Maintenance & Operations	-	-	-	40	40
Materials & Services	77	85	85	(27)	58
Buildings & Grounds Operations	60	60	60	-	60
Equipment Maintenance & Repairs	3	3	2	-	2
Vehicle Operations	383	362	359	(88)	271
Professional Services	1	1	1	(1)	-
Minor Assets & Equipment	3	3	3	-	3
Major Repairs & Renovations	-	-	-	17	17
Contribution to Reserve & Reserve Funds	-	9	9	(9)	-
<b>Operating Expenses Subtotal</b>	<b>4,768</b>	<b>4,651</b>	<b>4,819</b>	<b>(256)</b>	<b>4,563</b>
<b>Transfers from Related Entities</b>					
NextGen Charges	22	22	22	2	24
<b>Transfers from Related Entities Subtotal</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>2</b>	<b>24</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Works	(206)	(201)	(201)	(1)	(202)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(206)</b>	<b>(201)</b>	<b>(201)</b>	<b>(1)</b>	<b>(202)</b>
<b>Gross Operating Expenses</b>	<b>4,584</b>	<b>4,472</b>	<b>4,640</b>	<b>(255)</b>	<b>4,385</b>

**PROGRAM 10  
DEPOT OPERATIONS**



**2019 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Tangible Capital Assets</b>					
New	121	121	-	344	344
Replacement	-	-	8	-	8
<b>Total Tangible Capital Assets</b>	<b>121</b>	<b>121</b>	<b>8</b>	<b>344</b>	<b>352</b>
<b>Total Expenses</b>	<b>4,705</b>	<b>4,593</b>	<b>4,648</b>	<b>89</b>	<b>4,737</b>
<b>Revenues</b>					
Fees & Service Charges	(392)	(392)	(391)	131	(260)
Sundry Revenue	(17)	(11)	(11)	(7)	(18)
<b>Total Revenues</b>	<b>(409)</b>	<b>(403)</b>	<b>(402)</b>	<b>124</b>	<b>(278)</b>
<b>Net Program Expenses</b>	<b>4,296</b>	<b>4,190</b>	<b>4,246</b>	<b>213</b>	<b>4,459</b>

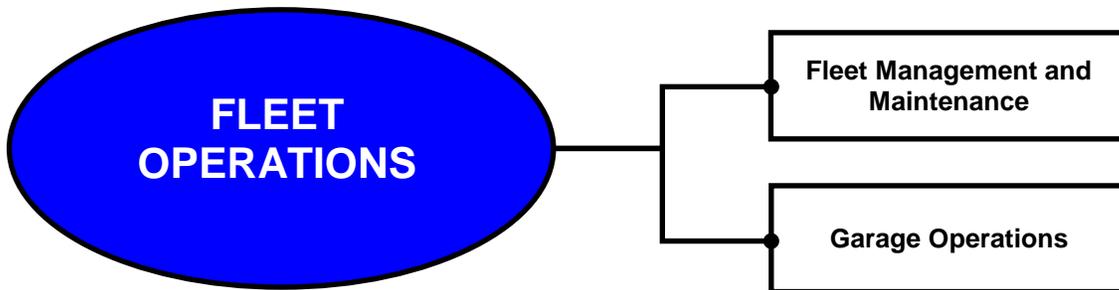
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,459
Less: Tangible Capital Assets	<u>(352)</u>
Net Operating Program Expenses Per Program Summary	<u><u>4,107</u></u>



**2019 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

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

Service level targets for this program include:

- ◆ Number of assets managed: 874

Regional Vehicles/Equipment:

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



**2019 Program Detail**

**Works - General Tax**

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

Region of Durham Paramedic Services:

- ◆ 85 emergency response, ambulances and Region of Durham Paramedic Services administrative vehicles and equipment
- ◆ Ministry of Health/Paramedic Services Accreditation
- ◆ Front line vehicle preventative maintenance frequency - every 5 weeks
- ◆ All ambulances receive a Ministry of Transportation Periodic Mandatory Commercial Vehicle Inspection (PMCVI) annually

**Description of Program Resources:**

- ◆ 2019 Full Time Employees    21.000
- 2018 Full Time Employees    21.000

**PROGRAM 11  
FLEET OPERATIONS**



**2019 Program Detail**

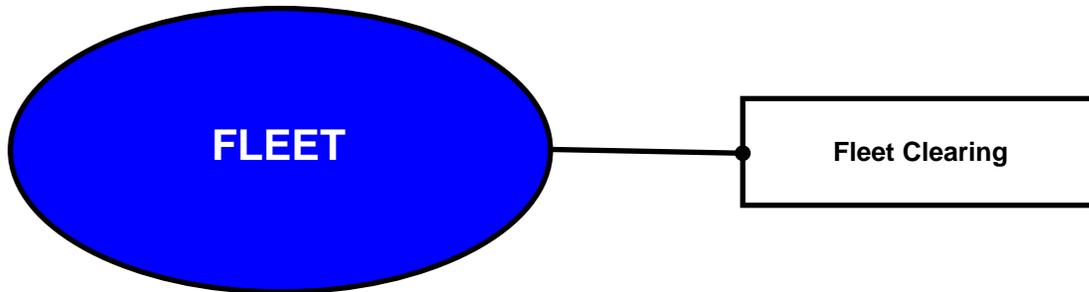
**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	2,648	2,533	2,561	20	2,581
Payroll Maintenance Management - Recovery	(3,322)	(3,233)	(3,261)	(51)	(3,312)
<b>Net Personnel Expenses</b>	<b>(674)</b>	<b>(700)</b>	<b>(700)</b>	<b>(31)</b>	<b>(731)</b>
Personnel Related	21	33	33	(1)	32
Supplies	70	99	99	26	125
Computer Maintenance & Operations	10	8	8	2	10
Equipment Maintenance & Repairs	1	1	1	-	1
Vehicle Operations	10	10	10	-	10
<b>Operating Expenses Subtotal</b>	<b>(562)</b>	<b>(549)</b>	<b>(549)</b>	<b>(4)</b>	<b>(553)</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works Charge	562	549	549	4	553
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>562</b>	<b>549</b>	<b>549</b>	<b>4</b>	<b>553</b>
<b>Gross Operating Expenses</b>	-	-	-	-	-
<b>Tangible Capital Assets</b>					
New	-	-	-	-	-
Replacement	7,715	7,715	3,947	4,360	8,307
Recovery from Reserve Fund	(7,715)	(7,715)	(3,947)	(4,360)	(8,307)
<b>Total Expenses</b>	-	-	-	-	-
<b>Net Program Expenses</b>	-	-	-	-	-



**2019 Program Detail**

**Works - General Tax**



**Purpose:**

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

**PROGRAM 12  
FLEET CLEARING**



**2019 Program Detail**

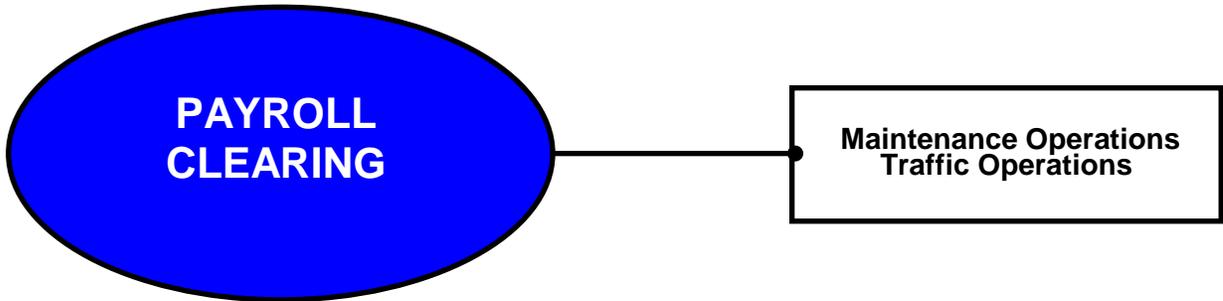
**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Charge Out Rate (Mechanics)	3,522	3,233	3,261	51	3,312
Sublet Fees	1,453	1,453	1,453	0	1,453
Equipment Reserve Contribution	3,982	3,982	3,982	(10)	3,972
Other Expenses					
Parts	1,105	1,048	1,048	50	1,098
Oil Lube and Filter	200	195	195	5	200
Minor Maintenance	73	61	61	15	76
Tires	250	260	260	(10)	250
Fuel	1,540	1,548	1,556	22	1,578
Equipment Rentals	10	10	10	0	10
Insurance	190	190	190	(4)	186
Licensing Fees	180	180	180	(5)	175
<b>Gross Cost</b>	<b>12,505</b>	<b>12,160</b>	<b>12,196</b>	<b>114</b>	<b>12,310</b>
Recoveries from Operating Activities	(12,505)	(12,160)	(12,196)	(114)	(12,310)
<b>Gross Revenue &amp; Recoveries</b>	<b>(12,505)</b>	<b>(12,160)</b>	<b>(12,196)</b>	<b>(114)</b>	<b>(12,310)</b>
<b>Net Program Cost</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2019 Program Detail**

**Works - General Tax**



**Purpose:**

- ◆ A pool of labour resources whose salaries and personnel-related costs are distributed to various maintenance operations and traffic operations activities and programs based on work completed

**Description of Program Resources:**

◆ 2019 Full Time Employees	229.000
Allocated to activity based operations in Water Supply, Sanitary Sewerage and General Tax	-229.000
2019 Net Payroll Clearing Complement	<u>0.000</u>
◆ 2018 Full Time Employees	228.000
Allocated to activity based operations in Water Supply, Sanitary Sewerage and General Tax	-228.000
2018 Net Payroll Clearing Complement	<u>0.000</u>

One (1) Skilled Maintenance Worker 1 at the Orono Depot to assist with all Depot activities related to Roads, Water, and Sewer (1.000 FTE)

**PROGRAM 13  
PAYROLL CLEARING**



**2019 Program Detail**

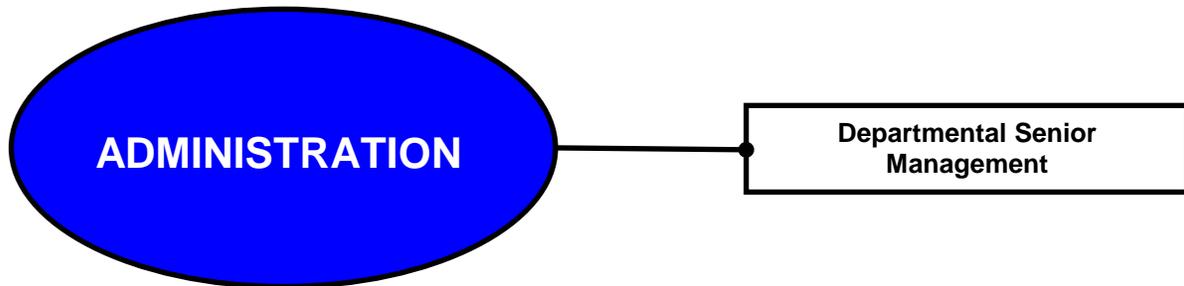
**Works - General Tax**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	26,516	26,492	27,065	236	27,301
Payroll Maintenance Management - Recovery	(26,516)	(26,492)	(27,065)	(236)	(27,301)
<b>Net Program Expenses</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>



**2019 Program Detail**

**Works - General Tax**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

- ◆ 2019 Full Time Employees 2.350
- ◆ 2018 Full Time Employees 2.350



**2019 Program Detail**

**Works - General Tax**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	397	405	421	-	421
Personnel Related	9	9	9	(1)	8
<b>Net Program Expenses</b>	<b>406</b>	<b>414</b>	<b>430</b>	<b>(1)</b>	<b>429</b>

**PROGRAM 15  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Works - General Tax**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 15  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Works - General Tax**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>605</b>	<b>605</b>	<b>548</b>	<b>71</b>	<b>619</b>

**PROGRAM 16  
TANGIBLE CAPITAL ASSETS PROGRAM SUMMARY**



**2019 Business Plan**

**Works - General Tax**

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>16 Tangible Capital Assets:</b>	\$	\$	\$	\$	\$
1R Facilities Management - New	205	205	-	-	-
2R - Replacement	125	125	-	851	851
3R Fleet and Equipment - New	239	239	-	370	370
4R - Replacement	7,894	7,894	4,019	4,360	8,379
5R Construction of Municipal Services	6,205	6,205	6,200	-	6,200
<b>Tangible Capital Assets Subtotal</b>	<b>14,668</b>	<b>14,668</b>	<b>10,219</b>	<b>5,581</b>	<b>15,800</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
6R Facilities Management - Recovery from Reserve / Reserve Fund	-	-	-	(851)	(851)
7R Fleet and Equipment - Recovery from Reserve / Reserve Fund	(7,715)	(7,715)	(3,947)	(4,360)	(8,307)
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>(7,715)</b>	<b>(7,715)</b>	<b>(3,947)</b>	<b>(5,211)</b>	<b>(9,158)</b>
<b>Net Tangible Capital Assets Program Expenses</b>	<b>6,953</b>	<b>6,953</b>	<b>6,272</b>	<b>370</b>	<b>6,642</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$681)</b>		<b>(\$311)</b>
			<b>-9.79%</b>		<b>-4.47%</b>

TANGIBLE CAPITAL ASSETS - NEW



2019 Business Plan

Works - General Tax

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
07. Engineering and Staff Support	Construction	Laptop Computer	196	1	\$ 2,442	\$2,442	\$814	\$0	\$814
	Traffic Engineering & Operations	CCTV Trailer	217	1	\$ 25,000	\$25,000	\$25,000	\$0	\$25,000
10. Depot Operations	Ajax Depot	Tandem Combination Dump Truck/Snow Plow	195	1	\$ 360,000	\$360,000	\$120,000	\$0	\$120,000
	Orono Depot	Audio Visual Equipment	200	1	\$ 10,500	\$10,500	\$3,500	\$0	\$3,500
		Road Edge Widener	202	1	\$ 58,000	\$58,000	\$19,333	\$0	\$19,333
		Skid Steer	203	1	\$ 87,000	\$87,000	\$29,000	\$0	\$29,000
		Tandem Combination Dump Truck/Snow Plow	204	1	\$ 360,000	\$360,000	\$120,000	\$0	\$120,000
	Oshawa/Whitby Depot	Data Tablets with vehicle mount & software	206	5	\$ 5,500	\$27,500	\$9,167	\$0	\$9,167
		Traffic Control Sign Boards	209	2	\$ 10,000	\$20,000	\$6,667	\$0	\$6,667
	Scugog Depot	Trailer Mounted Brine Emulsion Storage Tank	211	1	\$ 54,000	\$54,000	\$18,000	\$0	\$18,000
		Wood / Brush Chipper	212	1	\$ 45,000	\$45,000	\$15,000	\$0	\$15,000
	Sunderland Depot	Trench Box Top Extension	215	1	\$ 10,500	\$10,500	\$3,500	\$0	\$3,500
<b>Grand Total</b>						<b>\$1,059,942</b>	<b>\$369,981</b>	<b>\$0</b>	<b>\$369,981</b>

Tangible Capital Asset Program Summary

3R Fleet and Equipment - New

369,981  
369,981

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2019 Business Plan

Works - General Tax

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
07. Engineering and Staff Support	Construction	Nuclear Densometer	197	1	\$ 10,000	\$10,000	\$3,333	\$0	\$3,333
		Office Furniture	198	1	\$ 2,000	\$2,000	\$667	\$0	\$667
	Financial Services	Carbon Mobile Laptop	6	1	\$ 2,200	\$2,200	\$2,200	\$0	\$2,200
		Desktop Computer & Monitor Refresh	2	100	\$ 967	\$96,672	\$18,368	\$0	\$18,368
		Laptop Computer & Monitor Refresh	4	33	\$ 1,781	\$58,767	\$19,589	\$0	\$19,589
		Power Desktop Computer & Monitor Refresh	3	24	\$ 2,188	\$52,508	\$1,458	\$0	\$1,458
		Power Laptop Computer & Monitor Refresh	5	37	\$ 2,697	\$99,776	\$13,483	\$0	\$13,483
		Toughbook	7	2	\$ 2,671	\$5,342	\$5,342	\$0	\$5,342
08. Facilities Management	Facilities - Maintenance & Operations	Renovation & Reconfiguration to accommodate Facilities Maintenance staff	1	1	\$ 851,334	\$851,334	\$851,334	(\$851,334)	\$0
10. Depot Operations	Orono Depot	Data Recorders	201	1	\$ 12,000	\$12,000	\$4,000	\$0	\$4,000
	Oshawa/Whitby Depot	Large Meter Tester	207	1	\$ 12,000	\$12,000	\$4,000	\$0	\$4,000
11. Fleet Operations	101 Consumers	Class 46 - 3 Ton Crew Cab	274	1	\$ 125,000	\$125,000	\$125,000	(\$125,000)	\$0
			275	1	\$ 125,000	\$125,000	\$125,000	(\$125,000)	\$0
	Ajax Depot	Class 04 - 3/4 Ton Pickup	227	1	\$ 60,000	\$60,000	\$60,000	(\$60,000)	\$0
			Class 16 - Sewer Jet	255	1	\$ 580,000	\$580,000	\$580,000	(\$580,000)
		Class 46 - 3 Ton Crew Cab	273	1	\$ 112,000	\$112,000	\$112,000	(\$112,000)	\$0
			Class 55 - Pumps	277	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)
		278		1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
		Class 63 - Tamper	286	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
			288	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
		Class 73 - Signal Board	294	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
			295	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
			296	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
		Class 78 - Tilt Bed Trailer	305	1	\$ 17,000	\$17,000	\$17,000	(\$17,000)	\$0
		Class 85 - Generator	308	1	\$ 4,500	\$4,500	\$4,500	(\$4,500)	\$0
			309	1	\$ 4,500	\$4,500	\$4,500	(\$4,500)	\$0
		Class 92 - Concrete Cutter/Chain Saw	314	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2019 Business Plan

Works - General Tax

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax	
11. Fleet Operations	Ajax Depot	Class 92 - Concrete Cutter/Chain Saw	315	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
			316	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
			320	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
			324	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
			331	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
			333	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
	Ajax WSP	Class 10 - 1 Ton Crew Cab	237	1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0	
			Class 15 - 1 Ton Van	251	1	\$ 118,000	\$118,000	\$118,000	(\$118,000)	\$0
				Class 22 - 3/4 Ton Van	257	1	\$ 110,000	\$110,000	\$110,000	(\$110,000)
			258		1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0
			259		1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0
			260		1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0
	All Depots	Class 18 - Plow/Wing	256	5	\$ 12,000	\$60,000	\$60,000	(\$60,000)	\$0	
			Class 40 - Weedeaters	268	5	\$ 500	\$2,500	\$2,500	(\$2,500)	\$0
	Beaverton WSP	Class 13 - 1/2 Ton Pick Up	243	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
	Bowmanville WSP	Class 13 - 1/2 Ton Pick Up	241	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
	Construction	Class 28 - 2 Ton Cube Van	267	1	\$ 85,000	\$85,000	\$85,000	(\$85,000)	\$0	
	Duffin Creek WPCP	Class 13 - 1/2 Ton Pick Up	238	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
	Facilities - Maintenance & Operations	Class 15 - 1 Ton Van	248	1	\$ 55,000	\$55,000	\$55,000	(\$55,000)	\$0	
			249	1	\$ 55,000	\$55,000	\$55,000	(\$55,000)	\$0	
		Class 22 - 3/4 Ton Van	263	1	\$ 115,000	\$115,000	\$115,000	(\$115,000)	\$0	
	Orono Depot	Class 02 - Econo Van	222	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
		Class 04 - 3/4 Ton Pickup	224	1	\$ 62,000	\$62,000	\$62,000	(\$62,000)	\$0	
		Class 13 - 1/2 Ton Pick Up	245	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0	
		Class 24 - Hopper/Sander	265	1	\$ 35,000	\$35,000	\$35,000	(\$35,000)	\$0	
		Class 46 - 3 Ton Crew Cab	271	1	\$ 112,000	\$112,000	\$112,000	(\$112,000)	\$0	



**TANGIBLE CAPITAL ASSETS - REPLACEMENT**

**2019 Business Plan**

**Works - General Tax**

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
11. Fleet Operations	Orono Depot	Class 55 - Pumps	279	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
		Class 66 - Air Compressor	292	1	\$ 29,000	\$29,000	\$29,000	(\$29,000)	\$0
		Class 73 - Signal Board	300	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
		Class 85 - Generator	306	1	\$ 4,500	\$4,500	\$4,500	(\$4,500)	\$0
		Class 91 - Wood Chipper	312	1	\$ 75,000	\$75,000	\$75,000	(\$75,000)	\$0
		Class 92 - Concrete Cutter/Chain Saw	336	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
	Oshawa/Whitby Depot	Class 02 - Econo Van	223	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0
		Class 04 - 3/4 Ton Pickup	225	1	\$ 60,000	\$60,000	\$60,000	(\$60,000)	\$0
			226	1	\$ 60,000	\$60,000	\$60,000	(\$60,000)	\$0
		Class 06 - SUV	229	1	\$ 45,000	\$45,000	\$45,000	(\$45,000)	\$0
			230	1	\$ 45,000	\$45,000	\$45,000	(\$45,000)	\$0
		Class 13 - 1/2 Ton Pick Up	242	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0
			246	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0
			247	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0
		Class 15 - 1 Ton Van	250	1	\$ 118,000	\$118,000	\$118,000	(\$118,000)	\$0
		Class 16 - Sewer Jet	254	1	\$ 580,000	\$580,000	\$580,000	(\$580,000)	\$0
		Class 22 - 3/4 Ton Van	261	1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0
		Class 46 - 3 Ton Crew Cab	270	1	\$ 112,000	\$112,000	\$112,000	(\$112,000)	\$0
			272	1	\$ 112,000	\$112,000	\$112,000	(\$112,000)	\$0
		Class 55 - Pumps	276	1	\$ 7,500	\$7,500	\$7,500	(\$7,500)	\$0
			280	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
			281	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
		Class 61 - Water Tank	282	1	\$ 60,000	\$60,000	\$60,000	(\$60,000)	\$0
		Class 62 - Pavement Roller	283	1	\$ 50,000	\$50,000	\$50,000	(\$50,000)	\$0
		Class 63 - Tamper	287	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
			289	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
			290	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0



**2019 Business Plan**

**Works - General Tax**

**TANGIBLE CAPITAL ASSETS - REPLACEMENT**

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax
11. Fleet Operations	Oshawa/Whitby Depot	Class 73 - Signal Board	293	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
			297	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
			301	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
		Class 76 - Tandem Trailer	303	1	\$ 36,000	\$36,000	\$36,000	(\$36,000)	\$0
			304	1	\$ 36,000	\$36,000	\$36,000	(\$36,000)	\$0
		Class 85 - Generator	310	1	\$ 4,500	\$4,500	\$4,500	(\$4,500)	\$0
		Class 92 - Concrete Cutter/Chain Saw	322	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			327	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			329	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			330	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			332	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
			334	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
		Emergency Fleet Equipment Replacement	335	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
	342		1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0	
	Regional Headquarters	Class 13 - 1/2 Ton Pick Up	239	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0
		Class 28 - 2 Ton Cube Van	266	1	\$ 85,000	\$85,000	\$85,000	(\$85,000)	\$0
	Scugog Depot	Class 09 - Tandem	231	1	\$ 460,000	\$460,000	\$460,000	(\$460,000)	\$0
			232	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0
		Class 13 - 1/2 Ton Pick Up	244	1	\$ 47,000	\$47,000	\$47,000	(\$47,000)	\$0
		Class 16 - Sewer Jet	253	1	\$ 580,000	\$580,000	\$580,000	(\$580,000)	\$0
		Class 46 - 3 Ton Crew Cab	269	1	\$ 112,000	\$112,000	\$112,000	(\$112,000)	\$0
		Class 73 - Signal Board	299	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
		Class 85 - Generator	307	1	\$ 4,500	\$4,500	\$4,500	(\$4,500)	\$0
		Class 92 - Concrete Cutter/Chain Saw	317	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
			318	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
			319	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0
	323		1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
	325		1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	



**2019 Business Plan**

**Works - General Tax**

**TANGIBLE CAPITAL ASSETS - REPLACEMENT**

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	General Tax Total	Other Financing	Net General Tax	
11. Fleet Operations	Scugog Depot	Class 92 - Concrete Cutter/Chain Saw	339	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
			340	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
			341	1	\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0	
	Sunderland Depot	Sunderland Depot	Class 05 - 1 Ton Service	228	1	\$ 60,000	\$60,000	\$60,000	(\$60,000)	\$0
			Class 09 - Tandem	233	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0
				234	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0
				235	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0
				236	1	\$ 382,000	\$382,000	\$382,000	(\$382,000)	\$0
			Class 15 - 1 Ton Van	252	1	\$ 118,000	\$118,000	\$118,000	(\$118,000)	\$0
			Class 22 - 3/4 Ton Van	262	1	\$ 110,000	\$110,000	\$110,000	(\$110,000)	\$0
			Class 63 - Tamper	284	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
				285	1	\$ 5,000	\$5,000	\$5,000	(\$5,000)	\$0
			Class 73 - Signal Board	298	1	\$ 10,000	\$10,000	\$10,000	(\$10,000)	\$0
			Class 91 - Wood Chipper	313	1	\$ 75,000	\$75,000	\$75,000	(\$75,000)	\$0
			Class 92 - Concrete Cutter/Chain Saw	328	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0
	337	1		\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0		
	338	1		\$ 1,500	\$1,500	\$1,500	(\$1,500)	\$0		
	Traffic Engineering & Operations	Traffic Engineering & Operations	Class 13 - 1/2 Ton Pick Up	240	1	\$ 56,000	\$56,000	\$56,000	(\$56,000)	\$0
			Class 66 - Air Compressor	291	1	\$ 29,000	\$29,000	\$29,000	(\$29,000)	\$0
			Class 73 - Signal Board	302	1	\$ 36,000	\$36,000	\$36,000	(\$36,000)	\$0
			Class 88 - Surface Grinder	311	1	\$ 4,500	\$4,500	\$4,500	(\$4,500)	\$0
Class 92 - Concrete Cutter/Chain Saw			321	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
			326	1	\$ 2,500	\$2,500	\$2,500	(\$2,500)	\$0	
<b>Grand Total</b>						<b>\$9,509,599</b>	<b>\$9,230,774</b>	<b>(\$9,158,334)</b>	<b>\$72,440</b>	

**Tangible Capital Asset Program Summary**

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

851,334  
 8,379,440  
9,230,774

**PROGRAM 5R  
TCA - CONSTRUCTION**



**2019 Program Detail**

**Works - General Tax**

Detailed Cost of Program :	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b><u>Construction Expenditures</u></b>					
Road Rehabilitation	28,431	28,431	28,430	-	28,430
Road Rehabilitation - Federal Gas Tax	4,800	4,800	7,500	-	7,500
Replacement/Rehabilitation of Structures	7,360	7,360	7,585	-	7,585
Road Construction (Growth Related)	27,690	27,690	42,050	-	42,050
Traffic Control	4,955	4,955	3,560	-	3,560
Other	2,848	2,848	5,380	-	5,380
Highway 407 Road Related BRT Related	11,700	11,700	-	-	-
<b>Total Construction Expenditures</b>	92,834	92,834	94,505	-	94,505
<b><u>Funding Sources</u></b>					
Regional Road Reserve (Growth Related)	(12,604)	(12,604)	(12,600)	-	(12,600)
Roads Rehabilitation Reserve	(26,050)	(26,050)	(26,050)	-	(26,050)
Bridge Rehabilitation Reserve	(5,525)	(5,525)	(5,525)	-	(5,525)
<b>Total Special Tax Funding</b>	(44,179)	(44,179)	(44,175)	-	(44,175)
<b><u>Development Charge Financing</u></b>					
Residential	(29,720)	(29,720)	(29,999)	-	(29,999)
Commercial	(4,371)	(4,371)	(3,429)	-	(3,429)
Industrial	(2,160)	(2,160)	(1,652)	-	(1,652)
<b>Total Development Charge Financing</b>	(36,251)	(36,251)	(35,080)	-	(35,080)
<b><u>Other Funding</u></b>					
Funding from Others	(1,400)	(1,400)	(1,550)	-	(1,550)
Federal Gas Tax	(4,800)	(4,800)	(7,500)	-	(7,500)
<b>Total Other Funding</b>	(6,200)	(6,200)	(9,050)	-	(9,050)
<b>Total Funding Sources</b>	(86,630)	(86,630)	(88,305)	-	(88,305)
<b>Net Construction Costs</b>	6,204	6,204	6,200	-	6,200

# Approved 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
98	Bowmanville Ave. (N. of Conc. 7 to S. limit of proposed roundabout at Reg. Rd. 3)	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	530,000	0	530,000	530,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,220,000	0	1,220,000	1,220,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	600,000	0	600,000	600,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	700,000	0	700,000	700,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	150,000	0	150,000	150,000	0	0	0	0
123	Engineering Activities	O.1	E,A,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		50,000	0	50,000	50,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>7,160,000</b>	<b>0</b>	<b>6,200,000</b>	<b>6,200,000</b>	<b>192,000</b>	<b>19,200</b>	<b>76,800</b>	<b>672,000</b>
<b>B Special Rehabilitation Levy</b>											
9	Conc. Rd. 7 (Reg. Rd. 11 to 0.4 km N. of Ashworth Rd.)	N/A	C	6,100,000	0	6,100,000	6,100,000	0	0	0	0
11	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to S. of Adelaide Ave.)	N/A	D	100,000	0	100,000	100,000	0	0	0	0
14	Grandview St. N. (Hwy 407 to Columbus Rd. E.) and Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	N/A	D,P,U,C	500,000	0	500,000	500,000	0	0	0	0
15	Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))	N/A	D,P	475,000	0	475,000	475,000	0	0	0	0
21	Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)	N/A	C	2,800,000	0	2,800,000	2,800,000	0	0	0	0
29	Ganaraska Rd. (2.0 km E. of Maynard Rd. to 0.4 km E. of Reg. Rd. 18)	N/A	D	100,000	0	100,000	100,000	0	0	0	0
32	Zephyr Rd. (Conc. 5 to 0.7 km east of Conc. 5)	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
33	Reg. Rd. 13. (Lake Ridge Rd. to 1.5 km west of Highway 12) PH II	N/A	C	3,800,000	0	3,800,000	3,800,000	0	0	0	0
56	Lake Ridge Rd. (N. of Reg. Rd. 5 to S. of Chalk Lake Rd.)	N/A	D,U,C	350,000	0	350,000	350,000	0	0	0	0
57	Lake Ridge Rd. (Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.)	N/A	D,U	150,000	0	150,000	150,000	0	0	0	0
71	York Durham Line (Wagg Rd. to Aurora Rd.)	N/A	C	800,000	0	800,000	800,000	0	0	0	0
72	York Durham Line (Reg. Rd. 8 to Vivian Rd.)	N/A	C	3,600,000	0	3,600,000	3,600,000	0	0	0	0
86	Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)	N/A	U	200,000	0	200,000	200,000	0	0	0	0
96	Bowmanville Ave. (Taunton Rd. to Hwy 407)	N/A	U	50,000	0	50,000	50,000	0	0	0	0
105	Wentworth St. (Simcoe St. to Farewell St.)	N/A	D	100,000	0	100,000	100,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	5,625,000	0	5,625,000	5,625,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>26,050,000</b>	<b>0</b>	<b>26,050,000</b>	<b>26,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Approved 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>B2 Federal Gas Tax Funds</b>											
5	Brock Rd. (0.24 km N. of Mowbray St. to 0.3 km S. of Conc. Rd. 7)	N/A	C	400,000	400,000	0	0	0	0	0	0
7	Brock Rd (3.0 km S. of Reg. Rd. 21 to the proposed roundabout limit at Goodwood)	N/A	C	2,700,000	2,700,000	0	0	0	0	0	0
26	9th Conc. (Sideline 12 to W. of Lake Ridge Rd.)	N/A	C	3,000,000	3,000,000	0	0	0	0	0	0
99	Regional Road 57 (Hwy. 7A to urban limit S. of Caesarea)	N/A	C	1,400,000	1,400,000	0	0	0	0	0	0
<b>Total Federal Gas Tax Funds</b>				<b>7,500,000</b>	<b>7,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
134	Reg. Rd. 2, Oshawa Creek Bridge Rehabilitation	N/A	D,P,U	175,000	0	175,000	175,000	0	0	0	0
141	Reg. Rd. 4, Hampton Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
147	Reg. Rd. 8, Nonquon Bridge Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
148	Reg. Rd. 11, Smith Bridge Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
150	Reg. Rd. 13, Laurie Bridge Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
151	Reg. Rd. 15, Beaverton River Bridge Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
162	Reg. Rd. 23, White's Creek Bridge Rehabilitation	N/A	C	200,000	0	200,000	200,000	0	0	0	0
163	Reg. Rd. 28, Rossland Rd. Over Oshawa Creek Bridge Rehabilitation	N/A	D	250,000	0	250,000	250,000	0	0	0	0
170	Reg. Rd. 43, Cochrane St. / CP Overpass Replacement	N/A	C	2,450,000	0	2,450,000	2,450,000	0	0	0	0
174	Reg. Rd. 50, Trent Canal Overpass Rehabilitation	N/A	C	3,100,000	1,550,000	1,550,000	1,550,000	0	0	0	0
180	Reg. Rd. 57, Burketon Overpass Bridge Replacement	N/A	D	300,000	0	300,000	300,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>7,075,000</b>	<b>1,550,000</b>	<b>5,525,000</b>	<b>5,525,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. (Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd.)	1.4	D	450,000	0	36,000	36,000	82,800	8,280	33,120	289,800
6	Brock Rd. / 7th Concession Rd. Intersection	1.2	D	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
16	Reg. Rd. 3 (Concession 8) / Bowmanville Ave. (Reg. Rd. 57) Intersection	1.7	C	3,400,000	0	340,000	340,000	612,000	61,200	244,800	2,142,000
20	Taunton Rd. / Anderson St. Intersection	1.9	D,U	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
25	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.13	EA	50,000	0	5,000	5,000	9,000	900	3,600	31,500
30	Reg. Rd. 12 / Lake Ridge Rd. Intersection	1.14	C	700,000	0	70,000	70,000	126,000	12,600	50,400	441,000
35	Liberty St. / (Concession Rd. 3, Freeland Ave - Bons Ave. Intersection)	1.16 & 1.17	U	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
37	Ritson Rd (N. of Taunton Rd. to Conlin Rd.)	16.1	D	500,000	0	205,000	205,000	59,000	5,900	23,600	206,500
46	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	EA,D	800,000	0	48,000	48,000	150,400	15,040	60,160	526,400
49	Victoria St. (South Blair St. to W. of Thickson Rd.)	22.4	D,P,U,C	11,500,000	0	1,150,000	1,150,000	2,070,000	207,000	828,000	7,245,000
50	Victoria St./Bloor St. from east of Thickson Rd. to west of Stevenson Rd.	22.5	P	500,000	0	130,000	130,000	74,000	7,400	29,600	259,000
54	Lake Ridge Rd. (Bayly St. to Kingston Rd. - Dundas St.)	23.1	P	100,000	0	27,000	27,000	14,600	1,460	5,840	51,100
55	Lake Ridge Rd. (Kingston Rd. - Dundas St. to Rossland Rd.)	23.2	D	300,000	0	33,000	33,000	53,400	5,340	21,360	186,900
60	Thickson Rd. / Burns St. Intersection	1.26	D,U	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
61	Thickson Rd. / Rossland Rd. Intersection	1.27	D	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
62	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	EA,D	1,000,000	0	90,000	90,000	182,000	18,200	72,800	637,000
65	Rossland Rd. / Cochrane St. Intersection	1.29	D	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
66	Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection	1.30	C	5,000,000	0	500,000	500,000	900,000	90,000	360,000	3,150,000
68	Rossland Rd. (Ritson Rd. to Harmony Rd.)	28.1	D	500,000	0	25,000	25,000	95,000	9,500	38,000	332,500
70	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	D	300,000	0	21,000	21,000	55,800	5,580	22,320	195,300
72	York Durham Line / Region Rd. 8 Intersection	1.32	C	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
72	York Durham Line / Vivian Rd. Intersection	1.33	C	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000

# Approved 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
73	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.34, 1.35, 1.36	D	500,000	0	50,000	50,000	90,000	9,000	36,000	315,000
74	Westney Rd. (Bayly St. to Hwy 401)	31.1	EA	300,000	0	24,000	24,000	55,200	5,520	22,080	193,200
75	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	EA,C	1,300,000	0	117,000	117,000	236,600	23,660	94,640	828,100
76	Westney Rd. (N. of Rossland Rd. to Taunton Rd.)	31.4	U	150,000	0	4,500	4,500	29,100	2,910	11,640	101,850
78	Harmony Rd. (N. of Coldstream Dr. to S. of Conlin Rd.)	33.4	C	5,400,000	0	432,000	432,000	993,600	99,360	397,440	3,477,600
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	EA	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
89	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	D	500,000	0	30,000	30,000	94,000	9,400	37,600	329,000
90	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	D	500,000	0	220,000	220,000	56,000	5,600	22,400	196,000
91	Townline Rd. (Beatrice Rd. to Taunton Rd.)	55.3	EA,D,P,U	250,000	0	32,500	32,500	43,500	4,350	17,400	152,250
97	Bowmanville Ave. / Concession 7 Intersection	1.46	EA	50,000	0	5,000	5,000	9,000	900	3,600	31,500
100	Manning Rd./ Brock St. Intersection	1.47	C	2,000,000	0	200,000	200,000	360,000	36,000	144,000	1,260,000
101	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. to Thornton Rd.)	58.1	U	100,000	0	1,000	1,000	19,800	1,980	7,920	69,300
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	P	900,000	0	0	0	180,000	18,000	72,000	630,000
103	Gibb St. (E. of Stevenson Rd. to Simcoe St.)	59.1	D,P	1,400,000	0	406,000	406,000	198,800	19,880	79,520	695,800
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	P	1,000,000	0	40,000	40,000	192,000	19,200	76,800	672,000
107	Regional Highway 2 / Lambs Rd. Intersection	1.48	EA	50,000	0	5,000	5,000	9,000	900	3,600	31,500
110	Regional Highway 47 / Concession 6 Intersection	1.49	D	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	910,000	0	91,000	91,000	163,800	16,380	65,520	573,300
124	Property Acquisition	0.2	P	125,000	0	12,500	12,500	22,500	2,250	9,000	78,750
127	Contingencies Development Related	0.4		335,000	0	33,500	33,500	60,300	6,030	24,120	211,050
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>46,720,000</b>	<b>0</b>	<b>4,824,000</b>	<b>4,824,000</b>	<b>8,379,200</b>	<b>837,920</b>	<b>3,351,680</b>	<b>29,327,200</b>
<b>Grand Total Attribution</b>				<b>94,505,000</b>	<b>9,050,000</b>	<b>42,599,000</b>	<b>42,599,000</b>	<b>8,571,200</b>	<b>857,120</b>	<b>3,428,480</b>	<b>29,999,200</b>
Available Development Charges								<b>1,652,300</b>	<b>0</b>	<b>3,428,480</b>	<b>-1,652,300</b>
Development Charge Shortfall to be Financed from Special Levy for Growth Related Projects								<b>6,918,900</b>	<b>857,120</b>	<b>0</b>	<b>0</b>
<b>Grand Total Financing</b>				<b>94,505,000</b>	<b>9,050,000</b>	<b>42,599,000</b>	<b>42,599,000</b>	<b>1,652,300</b>	<b>0</b>	<b>3,428,480</b>	<b>29,999,200</b>

**NOTES:**

1) Other Sources of Revenue Include:

Federal Gas Tax Funding	\$7,500,000
Simcoe County	\$1,550,000
<b>TOTAL</b>	<b>\$9,050,000</b>

# Approved 2020 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
105	Wentworth St. (Simcoe St. to Farewell St.)	N/A	C	2,036,000	0	2,036,000	2,036,000	0	0	0	0
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	0	0	0	0	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,430,000	0	1,430,000	1,430,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	1,060,000	0	1,060,000	1,060,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,986,000</b>	<b>0</b>	<b>7,981,000</b>	<b>7,981,000</b>	<b>201,000</b>	<b>20,100</b>	<b>80,400</b>	<b>703,500</b>
<b>B Special Rehabilitation Levy</b>											
10	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	N/A	C	5,500,000	0	5,500,000	5,500,000	0	0	0	0
11	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to S. of Adelaide Ave.)	N/A	C	10,000,000	0	10,000,000	10,000,000	0	0	0	0
14	Grandview St. N. (Hwy 407 to Columbus Rd. E.) and Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	N/A	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
15	Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))	N/A	U,C	300,000	0	300,000	300,000	0	0	0	0
23	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	N/A	P,U,C	3,300,000	0	3,300,000	3,300,000	0	0	0	0
29	Ganaraska Rd. (2.0 km E. of Maynard Rd. to 0.4 km E. of Reg. Rd. 18)	N/A	U	50,000	0	50,000	50,000	0	0	0	0
31	Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
56	Lake Ridge Rd. (N. of Reg. Rd. 5 to S. of Chalk Lake Rd.)	N/A	C	4,250,000	0	4,250,000	4,250,000	0	0	0	0
57	Lake Ridge Rd. (Chalk Lake Rd. to 1.5 km north of Chalk Lake Rd.)	N/A	C	3,100,000	0	3,100,000	3,100,000	0	0	0	0
92	Farewell St. (Harbour Rd. to Bloor St.)	N/A	C	3,450,000	0	3,450,000	3,450,000	0	0	0	0
96	Bowmanville Ave. (Taunton Rd. to Hwy 407)	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	464,000	0	464,000	464,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>36,914,000</b>	<b>0</b>	<b>36,914,000</b>	<b>36,914,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Approved 2020 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>C Structure Rehabilitation/Replacement Funding</b>											
134	Reg. Rd. 2, Oshawa Creek Bridge Rehabilitation	N/A	C	4,200,000	0	4,200,000	4,200,000	0	0	0	0
153	Reg. Rd. 16, Ritson Rd. / CP Overpass Rehabilitation	N/A	C	4,000,000	0	4,000,000	4,000,000	0	0	0	0
161	Reg. Rd. 23, Beaverton Bridge Rehabilitation	N/A	C	3,100,000	0	3,100,000	3,100,000	0	0	0	0
179	Reg. Rd. 57, Robins Bridge Rehabilitation	N/A	C	1,200,000	0	1,200,000	1,200,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>12,500,000</b>	<b>0</b>	<b>12,500,000</b>	<b>12,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. (Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd.)	1.4	C	10,200,000	0	816,000	816,000	1,876,800	187,680	750,720	6,568,800
2	Brock Rd. / Taunton Rd. Intersection	1.1	C	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
6	Brock Rd. / 7th Concession Rd. Intersection	1.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
8	Brock Rd. / Goodwood Rd. Intersection	1.3	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
13	Winchester (Baldwin St. to Garrard Rd.) PH II: Baldwin St. to Anderson St.	3.1	C	150,000	0	12,000	12,000	27,600	2,760	11,040	96,600
20	Taunton Rd. / Anderson St. Intersection	1.9	C	1,500,000	0	150,000	150,000	270,000	27,000	108,000	945,000
22	Taunton Rd. / Courtice Rd. Intersection	1.10	U	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
24	Taunton Rd. / Bowmanville Ave. (Reg. Rd.57) Intersection, incl. bridge replacement	1.12	C	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
25	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.13	D	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
34	Liberty St. (Baseline Rd. to King St)	14.1	P	400,000	0	128,000	128,000	54,400	5,440	21,760	190,400
36	Ritson Rd. / Beatrice St. Intersection	1.19	D	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
37	Ritson Rd (N. of Taunton Rd. to Conlin Rd.)	16.1	P	100,000	0	41,000	41,000	11,800	1,180	4,720	41,300
43	Bayly St. / Sandy Beach Rd. Intersection	1.21	D	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
48	Victoria St. / Brock St. Intersection	1.23	D	220,000	0	22,000	22,000	39,600	3,960	15,840	138,600
54	Lake Ridge Rd. (Bayly St. to Kingston Rd. - Dundas St.)	23.1	U	100,000	0	27,000	27,000	14,600	1,460	5,840	51,100
55	Lake Ridge Rd. (Kingston Rd. - Dundas St. to Rossland Rd.)	23.2	P	300,000	0	33,000	33,000	53,400	5,340	21,360	186,900
58	Thickson Rd. (Wentworth St. to CNR Kingston)	26.1	C	4,200,000	0	336,000	336,000	772,800	77,280	309,120	2,704,800
60	Thickson Rd. / Burns St. Intersection	1.26	C	800,000	0	80,000	80,000	144,000	14,400	57,600	504,000
61	Thickson Rd. / Rossland Rd. Intersection	1.27	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
65	Rossland Rd. / Cochrane St. Intersection	1.29	U	50,000	0	5,000	5,000	9,000	900	3,600	31,500
68	Rossland Rd. (Ritson Rd. to Harmony Rd.)	28.1	P	100,000	0	5,000	5,000	19,000	1,900	7,600	66,500
70	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	P	100,000	0	7,000	7,000	18,600	1,860	7,440	65,100
73	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
75	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	D	300,000	0	27,000	27,000	54,600	5,460	21,840	191,100
76	Westney Rd. (N. of Rossland Rd. to Taunton Rd.)	31.4	C	11,300,000	0	339,000	339,000	2,192,200	219,220	876,880	7,672,700
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	EA	200,000	0	116,000	116,000	16,800	1,680	6,720	58,800
85	Salem Rd. / Rossland Rd. Intersection	1.28	D	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	D	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
89	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	P	200,000	0	12,000	12,000	37,600	3,760	15,040	131,600
91	Townline Rd. (Beatrice Rd. to Taunton Rd.)	55.3	C	1,400,000	0	182,000	182,000	243,600	24,360	97,440	852,600
94	Bowmanville Ave. (S. of Reg. Hwy 2 to N. of Stevens Rd.)	57.1	C	7,150,000	0	1,215,500	1,215,500	1,186,900	118,690	474,760	4,154,150
94	Bowmanville Ave. / Stevens Rd.	1.45	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
97	Bowmanville Ave. / Concession 7 Intersection	1.46	D	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
101	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. to Thornton Rd.)	58.1	P	6,000,000	0	60,000	60,000	1,188,000	118,800	475,200	4,158,000

## Approved 2020 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	D	500,000	0	0	0	100,000	10,000	40,000	350,000
103	Gibb St. (E. of Stevenson Rd. to Simcoe St.)	59.1	U, C	1,600,000	0	464,000	464,000	227,200	22,720	90,880	795,200
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	P	1,000,000	0	40,000	40,000	192,000	19,200	76,800	672,000
107	Regional Highway 2 / Lambs Rd. Intersection	1.48	D	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
108	Baldwin St. (N. of Taunton Rd. to N. of Garden St.)	112.2	U	500,000	0	45,000	45,000	91,000	9,100	36,400	318,500
110	Regional Highway 47 / Concession 6 Intersection	1.49	P	50,000	0	5,000	5,000	9,000	900	3,600	31,500
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	775,000	0	77,500	77,500	139,500	13,950	55,800	488,250
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>55,695,000</b>	<b>0</b>	<b>4,750,000</b>	<b>4,750,000</b>	<b>10,189,000</b>	<b>1,018,900</b>	<b>4,075,600</b>	<b>35,661,500</b>
<b>Grand Total Financing</b>				<b>114,095,000</b>	<b>0</b>	<b>62,145,000</b>	<b>62,145,000</b>	<b>10,390,000</b>	<b>1,039,000</b>	<b>4,156,000</b>	<b>36,365,000</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$7,500,000
Federal Gas Tax Funding (Bridge Rehab/Replacement)	\$2,600,000
Road Rehabilitation Levy Reserve	\$3,364,000
Bridge Rehabilitation Levy Reserves	\$4,511,000
<b>TOTAL</b>	<b>\$17,975,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$44,170,000**

# Approved 2021 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,355,000	0	1,355,000	1,355,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,415,000</b>	<b>0</b>	<b>7,410,000</b>	<b>7,410,000</b>	<b>201,000</b>	<b>20,100</b>	<b>80,400</b>	<b>703,500</b>
<b>B Special Rehabilitation Levy</b>											
15	Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))	N/A	C	3,600,000	0	3,600,000	3,600,000	0	0	0	0
23	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	N/A	P,U,C	3,400,000	0	3,400,000	3,400,000	0	0	0	0
28	Reg. Rd. 8. (E. of Conc. 5 to Conc. 6)	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
29	Ganaraska Rd. (2.0 km E. of Maynard Rd. to 0.4 km E. of Reg. Rd. 18)	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
33	Reg. Rd. 13. (Lake Ridge Rd. to 1.5 km west of Highway 12) PH III	N/A	C	9,300,000	0	9,300,000	9,300,000	0	0	0	0
35	Liberty St. (Longworth Ave. to Concession Rd. 3)	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
40	Main St. (Winter St. to Station St.)	N/A	D	100,000	0	100,000	100,000	0	0	0	0
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	D	200,000	0	200,000	200,000	0	0	0	0
86	Cochrane St. (Ferguson St. to 0.4 km north of Vernon St.)	N/A	C	3,500,000	0	3,500,000	3,500,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	16,503,000	0	16,503,000	16,503,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>40,603,000</b>	<b>0</b>	<b>40,603,000</b>	<b>40,603,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
135	Reg. Rd. 2. Seagrave Bridge Rehabilitation	N/A	D	150,000	0	150,000	150,000	0	0	0	0
142	Reg. Rd. 4. Soper Creek Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
144	Reg. Rd. 6. Saintfield Rd. Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
151	Reg. Rd. 15. Beaverton River Bridge Rehabilitation	N/A	C	4,200,000	0	4,200,000	4,200,000	0	0	0	0
180	Reg. Rd. 57. Burketon Overpass Bridge Replacement	N/A	U	50,000	0	50,000	50,000	0	0	0	0
184	Reg. Rd. 59. Gibb St. Over Oshawa Creek Bridge Rehabilitation	N/A	C	4,100,000	0	4,100,000	4,100,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>11,125,000</b>	<b>0</b>	<b>11,125,000</b>	<b>11,125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Approved 2021 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
6	Brock Rd. / 7th Concession Rd. Intersection	1.2	U	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
8	Brock Rd. / Goodwood Rd. Intersection	1.3	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
13	Winchester (Baldwin St. to Garrard Rd.) PH II: Baldwin St. to Anderson St.	3.1	C	6,600,000	0	528,000	528,000	1,214,400	121,440	485,760	4,250,400
22	Taunton Rd. / Courtoise Rd. Intersection	1.10	C	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
24	Taunton Rd. / Bowmanville Ave. (Reg. Rd.57) Intersection, incl. bridge replacement	1.12	C	7,700,000	0	770,000	770,000	1,386,000	138,600	554,400	4,851,000
25	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.13	P	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
34	Liberty St. (Baseline Rd. to King St)	14.1	U	400,000	0	128,000	128,000	54,400	5,440	21,760	190,400
35	Liberty St. / (Concession Rd. 3, Freeland Ave - Bons Ave. Intersection)	1.16 & 1.17	C	3,400,000	0	340,000	340,000	612,000	61,200	244,800	2,142,000
36	Ritson Rd. / Beatrice St. Intersection	1.19	P	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
43	Bayly St. / Sandy Beach Rd. Intersection	1.21	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
45	Bayly St. / Church St. Intersection	1.22	U	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
46	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	P	400,000	0	24,000	24,000	75,200	7,520	30,080	263,200
48	Victoria St. / Brock St. Intersection	1.23	P	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
50	Victoria St. (E. of Thickson Rd. to W. of Stevenson Rd.)	22.5	C	9,000,000	0	2,340,000	2,340,000	1,332,000	133,200	532,800	4,662,000
52	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	EA	400,000	0	8,000	8,000	78,400	7,840	31,360	274,400
54	Lake Ridge Rd. (Bayly St. to Kingston Rd. - Dundas St.)	23.1	C	3,000,000	0	810,000	810,000	438,000	43,800	175,200	1,533,000
55	Lake Ridge Rd. (Kingston Rd. - Dundas St. to Rossland Rd.)	23.2	U	400,000	0	44,000	44,000	71,200	7,120	28,480	249,200
61	Thickson Rd. / Rossland Rd. Intersection	1.27	U	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
62	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	P	500,000	0	45,000	45,000	91,000	9,100	36,400	318,500
65	Rossland Rd. / Cochrane St. Intersection	1.29	C	750,000	0	75,000	75,000	135,000	13,500	54,000	472,500
67	Rossland Rd. / Garden St. Intersection	1.31	C	2,200,000	0	220,000	220,000	396,000	39,600	158,400	1,386,000
70	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	U	200,000	0	14,000	14,000	37,200	3,720	14,880	130,200
73	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	U	300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
75	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	P	300,000	0	27,000	27,000	54,600	5,460	21,840	191,100
80	Hopkins St Overpass	36.0	D	500,000	0	0	0	100,000	10,000	40,000	350,000
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	EA	500,000	0	200,000	200,000	60,000	6,000	24,000	210,000
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	D	200,000	0	116,000	116,000	16,800	1,680	6,720	58,800
85	Salem Rd. / Rossland Rd. Intersection	1.28	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	P	300,000	0	39,000	39,000	52,200	5,220	20,880	182,700
88	Stevenson Rd. / Phillip Murray Ave. Intersection	1.42	D	70,000	0	7,000	7,000	12,600	1,260	5,040	44,100
93	Bowmanville Ave. (Baseline Rd. to S. of Reg. Hwy 2)	57.1	C	15,400,000	0	2,618,000	2,618,000	2,556,400	255,640	1,022,560	8,947,400
95	Bowmanville Ave. (N. of Stevens Rd. to Nash Rd.)	57.2	D	500,000	0	35,000	35,000	93,000	9,300	37,200	325,500
97	Bowmanville Ave. / Concession 7 Intersection	1.46	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
103	Gibb St. (E. of Stevenson Rd. to Simcoe St.)	59.1	C	9,150,000	0	2,653,500	2,653,500	1,299,300	129,930	519,720	4,547,550
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	P	500,000	0	20,000	20,000	96,000	9,600	38,400	336,000
107	Regional Highway 2 / Lams Rd. Intersection	1.48	P	50,000	0	5,000	5,000	9,000	900	3,600	31,500
110	Regional Highway 47 / Concession 6 Intersection	1.49	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000

## Approved 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				
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	775,000	0	77,500	77,500	139,500	13,950	55,800	488,250
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>69,395,000</b>	<b>0</b>	<b>11,604,000</b>	<b>11,604,000</b>	<b>11,558,200</b>	<b>1,155,820</b>	<b>4,623,280</b>	<b>40,453,700</b>
<b>Grand Total Financing</b>				<b>129,538,000</b>	<b>0</b>	<b>70,742,000</b>	<b>70,742,000</b>	<b>11,759,200</b>	<b>1,175,920</b>	<b>4,703,680</b>	<b>41,157,200</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$8,460,000
Road Rehabilitation Levy Reserves	\$867,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$13,817,000
Federal Gas Tax Funding (Bridge Rehab/Replcement)	\$5,683,000
<b>TOTAL</b>	<b>\$28,827,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: \$41,915,000

# Approved 2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,255,000	0	1,255,000	1,255,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,315,000</b>	<b>0</b>	<b>7,310,000</b>	<b>7,310,000</b>	<b>201,000</b>	<b>20,100</b>	<b>80,400</b>	<b>703,500</b>
<b>B Special Rehabilitation Levy</b>											
23	Taunton Rd. (0.4 km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	N/A	C	3,300,000	0	3,300,000	3,300,000	0	0	0	0
40	Main St. (Winter St. to Station St.)	N/A	P	100,000	0	100,000	100,000	0	0	0	0
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	P	200,000	0	200,000	200,000	0	0	0	0
45	Bayly St. (0.2 km E. of Church St. to John Mills Bridge)	N/A	C	450,000	0	450,000	450,000	0	0	0	0
73	Westney Rd. (Finley Ave. to Harwood Ave.)	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	31,464,000	0	31,464,000	31,464,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>38,014,000</b>	<b>0</b>	<b>38,014,000</b>	<b>38,014,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Approved 2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>C Structure Rehabilitation/Replacement Funding</b>											
139	Reg. Rd. 4, W.A. Twelvetees Bridge Rehabilitation	N/A	C	2,100,000	0	2,100,000	2,100,000	0	0	0	0
140	Reg. Rd. 4, Taunton Rd. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
141	Reg. Rd. 4, Hampton Bridge Rehabilitation/Replacement	N/A	C	1,700,000	0	1,700,000	1,700,000	0	0	0	0
145	Reg. Rd. 8, Siloam Bridge Rehabilitation	N/A	C	1,100,000	0	1,100,000	1,100,000	0	0	0	0
147	Reg. Rd. 8, Nonquon Bridge Rehabilitation	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
148	Reg. Rd. 11, Smith Bridge Rehabilitation	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
150	Reg. Rd. 13, Laurie Bridge Rehabilitation	N/A	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
155	Reg. Rd. 16, Ritson Rd. Lot 8/9, Conc. 4 Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
156	Reg. Rd. 18, Newtonville Rd. Culvert, (S. of Conc. Rd. 3) Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
157	Reg. Rd. 18, Newtonville Rd. Culvert, (N. of Conc. Rd. 4) Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
163	Reg. Rd. 28, Rossland Rd. Over Oshawa Creek Rehabilitation	N/A	C	3,900,000	0	3,900,000	3,900,000	0	0	0	0
181	Reg. Rd. 58, Manning Rd Culvert Rehabilitation	N/A	D	50,000	0	50,000	50,000	0	0	0	0
185	Reg. Hwy 2, Kingston Rd. Over Duffins Creek Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>13,250,000</b>	<b>0</b>	<b>13,250,000</b>	<b>13,250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D Special Levy for Growth Related Projects</b>											
6	Brock Rd. / 7th Concession Rd. Intersection	1.2	C	2,300,000	0	230,000	230,000	414,000	41,400	165,600	1,449,000
8	Brock Rd. / Goodwood Rd. Intersection	1.3	C	2,500,000	0	250,000	250,000	450,000	45,000	180,000	1,575,000
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	EA	50,000	0	3,000	3,000	9,400	940	3,760	32,900
22	Taunton Rd. / Courtice Rd. Intersection	1.10	C	3,000,000	0	300,000	300,000	540,000	54,000	216,000	1,890,000
25	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.13	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
34	Liberty St. (Baseline Rd. to King St)	14.1	C	6,300,000	0	2,016,000	2,016,000	856,800	85,680	342,720	2,998,800
36	Ritson Rd. / Beatrice St. Intersection	1.19	U	50,000	0	5,000	5,000	9,000	900	3,600	31,500
37	Ritson Rd (N. of Taunton Rd. to Conlin Rd.)	16.1	U	100,000	0	41,000	41,000	11,800	1,180	4,720	41,300
43	Bayly St. / Sandy Beach Rd. Intersection	1.21	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
45	Bayly St. / Church St. Intersection	1.22	C	6,150,000	0	615,000	615,000	1,107,000	110,700	442,800	3,874,500
46	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	U	250,000	0	15,000	15,000	47,000	4,700	18,800	164,500
48	Victoria St. / Brock St. Intersection	1.23	U	200,000	0	20,000	20,000	36,000	3,600	14,400	126,000
52	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	D	400,000	0	8,000	8,000	78,400	7,840	31,360	274,400
53	Bloor St. (Prestonvale Rd. to Courtice Rd.)	22.9	EA	300,000	0	120,000	120,000	36,000	3,600	14,400	126,000
55	Lake Ridge Rd. (Kingston Rd. - Dundas St. to Rossland Rd.)	23.2	C	7,600,000	0	836,000	836,000	1,352,800	135,280	541,120	4,734,800
59	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	EA	600,000	0	24,000	24,000	115,200	11,520	46,080	403,200
61	Thickson Rd. / Rossland Rd. Intersection	1.27	C	3,500,000	0	350,000	350,000	630,000	63,000	252,000	2,205,000
62	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	U	1,000,000	0	90,000	90,000	182,000	18,200	72,800	637,000
68	Rossland Rd. (Ritson Rd. to Harmony Rd.)	28.1	U	300,000	0	15,000	15,000	57,000	5,700	22,800	199,500
70	Liverpool Rd. (Highway 401 to Kingston Rd.)	29.1	C	2,500,000	0	175,000	175,000	465,000	46,500	186,000	1,627,500
73	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	C	2,300,000	0	230,000	230,000	414,000	41,400	165,600	1,449,000
74	Westney Rd. (Bayly St. to Hwy 401)	31.1	D	200,000	0	16,000	16,000	36,800	3,680	14,720	128,800
75	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	U	350,000	0	31,500	31,500	63,700	6,370	25,480	222,950

# Approved 2022 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				
80	Hopkins St Overpass	36.0	P	400,000	0	0	0	80,000	8,000	32,000	280,000
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	D	500,000	0	200,000	200,000	60,000	6,000	24,000	210,000
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	P	300,000	0	174,000	174,000	25,200	2,520	10,080	88,200
85	Salem Rd. / Rossland Rd. Intersection	1.28	C	1,600,000	0	160,000	160,000	288,000	28,800	115,200	1,008,000
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	U	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
88	Stevenson Rd. / Phillip Murray Ave. Intersection	1.42	U	50,000	0	5,000	5,000	9,000	900	3,600	31,500
89	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	U	400,000	0	24,000	24,000	75,200	7,520	30,080	263,200
90	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	P	100,000	0	44,000	44,000	11,200	1,120	4,480	39,200
95	Bowmanville Ave. (N. of Stevens Rd. to Nash Rd.)	57.2	P	100,000	0	7,000	7,000	18,600	1,860	7,440	65,100
97	Bowmanville Ave. / Concession 7 Intersection	1.46	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
101	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. to Thornton Rd.)	58.1	C	12,000,000	0	120,000	120,000	2,376,000	237,600	950,400	8,316,000
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	P	2,500,000	0	0	0	500,000	50,000	200,000	1,750,000
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	D,P	1,250,000	0	50,000	50,000	240,000	24,000	96,000	840,000
107	Regional Highway 2 / Lambs Rd. Intersection	1.48	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
108	Baldwin St. (N. of Taunton Rd. to N. of Garden St.)	112.2	U	1,400,000	0	126,000	126,000	254,800	25,480	101,920	891,800
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	EA	500,000	0	0	0	100,000	10,000	40,000	350,000
110	Regional Highway 47 / Concession 6 Intersection	1.49	C	1,200,000	0	120,000	120,000	216,000	21,600	86,400	756,000
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	765,000	0	76,500	76,500	137,700	13,770	55,080	481,950
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>67,615,000</b>	<b>0</b>	<b>6,812,000</b>	<b>6,812,000</b>	<b>12,160,600</b>	<b>1,216,060</b>	<b>4,864,240</b>	<b>42,562,100</b>
<b>Grand Total Financing</b>				<b>127,194,000</b>	<b>0</b>	<b>65,386,000</b>	<b>65,386,000</b>	<b>12,361,600</b>	<b>1,236,160</b>	<b>4,944,640</b>	<b>43,265,600</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$5,156,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$11,698,000
Federal Gas Tax Funding (Bridge Rehab/Repalcement)	\$7,802,000
<b>TOTAL</b>	<b>\$25,016,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$40,370,000**

# Approved 2023 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,600,000	0	2,600,000	2,600,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,205,000	0	1,205,000	1,205,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	150,000	0	150,000	150,000	0	0	0	0
120	Road Safety Program	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,415,000</b>	<b>0</b>	<b>7,500,000</b>	<b>7,500,000</b>	<b>183,000</b>	<b>18,300</b>	<b>73,200</b>	<b>640,500</b>
<b>B Special Rehabilitation Levy</b>											
40	Main St. (Winter St. to Station St.)	N/A	U	300,000	0	300,000	300,000	0	0	0	0
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	P	200,000	0	200,000	200,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	40,061,000	0	40,061,000	40,061,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>40,561,000</b>	<b>0</b>	<b>40,561,000</b>	<b>40,561,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
135	Reg. Rd. 2, Seagrave Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
137	Reg. Rd. 3, Winchester Rd. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
138	Reg. Rd. 3, Enniskillen Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
142	Reg. Rd. 4, Soper Creek Bridge Rehabilitation	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
154	Reg. Rd. 16, Ritson Rd. / CNR Overhead Rehabilitation.	N/A	C	4,000,000	2,000,000	2,000,000	2,000,000	0	0	0	0
159	Reg. Rd. 22, Bloor St. W. Over Oshawa Creek Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
165	Reg. Rd. 31, Westney Rd. CPR Overhead Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
167	Reg. Rd. 33, Harmony Rd. S. CPR Overhead Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
178	Reg. Rd. 57, Bowmanville Creek Bridge Rehabilitation	N/A	D	50,000	0	50,000	50,000	0	0	0	0
180	Reg. Rd. 57, Burketon Overpass Bridge Replacement	N/A	C	4,000,000	0	4,000,000	4,000,000	0	0	0	0
182	Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge Rehabilitation	N/A	D	180,000	0	180,000	180,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>12,605,000</b>	<b>2,000,000</b>	<b>10,605,000</b>	<b>10,605,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Approved 2023 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	EA	200,000	0	12,000	12,000	37,600	3,760	15,040	131,600
25	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.13	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
27	Central St. (Casno Dr. to Brock Rd.)	5.1	EA	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
36	Ritson Rd. / Beatrice St. Intersection	1.19	C	700,000	0	70,000	70,000	126,000	12,600	50,400	441,000
37	Ritson Rd. (N. of Taunton Rd. to Conlin Rd.)	16.1	C	12,800,000	0	5,248,000	5,248,000	1,510,400	151,040	604,160	5,286,400
43	Bayly St. / Sandy Beach Rd. Intersection	1.21	C	700,000	0	70,000	70,000	126,000	12,600	50,400	441,000
48	Victoria St. / Brock St. Intersection	1.23	C	3,600,000	0	360,000	360,000	648,000	64,800	259,200	2,268,000
52	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	P	600,000	0	12,000	12,000	117,600	11,760	47,040	411,600
53	Bloor St. (Prestonvale Rd. to Courtice Rd.)	22.9	D	200,000	0	80,000	80,000	24,000	2,400	9,600	84,000
59	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	D	1,000,000	0	40,000	40,000	192,000	19,200	76,800	672,000
68	Rossland Rd. (Ritson Rd. to Harmony Rd.)	28.1	C	11,500,000	0	575,000	575,000	2,185,000	218,500	874,000	7,647,500
69	Rossland Rd. (Harmony Rd. to E. of Townline Rd.)	28.2	D	500,000	0	5,000	5,000	99,000	9,900	39,600	346,500
74	Westney Rd. (Bayly St. to Hwy 401)	31.1	P	300,000	0	24,000	24,000	55,200	5,520	22,080	193,200
75	Westney Rd. (Highway 401 to Kingston Rd.)	31.2	C	4,600,000	0	414,000	414,000	837,200	83,720	334,880	2,930,200
77	Westney Rd. (S. to N. of Greenwood)	31.5	D	400,000	0	32,000	32,000	73,600	7,360	29,440	257,600
80	Hopkins St Overpass	36.0	U	400,000	0	0	0	80,000	8,000	32,000	280,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	EA	500,000	0	25,000	25,000	95,000	9,500	38,000	332,500
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	P	500,000	0	200,000	200,000	60,000	6,000	24,000	210,000
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	U	300,000	0	174,000	174,000	25,200	2,520	10,080	88,200
88	Stevenson Rd. / Phillip Murray Ave. Intersection	1.42	C	400,000	0	40,000	40,000	72,000	7,200	28,800	252,000
89	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	C	7,300,000	0	438,000	438,000	1,372,400	137,240	548,960	4,803,400
90	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	U	400,000	0	176,000	176,000	44,800	4,480	17,920	156,800
95	Bowmanville Ave. (N. of Stevens Rd. to Nash Rd.)	57.2	U	500,000	0	35,000	35,000	93,000	9,300	37,200	325,500
97	Bowmanville Ave. / Concession 7 Intersection	1.46	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	P	2,500,000	0	0	0	500,000	50,000	200,000	1,750,000
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	U	950,000	0	38,000	38,000	182,400	18,240	72,960	638,400
106	Regional Highway 2 (Townline Rd. to Courtice Rd.)	102.5	EA	400,000	0	200,000	200,000	40,000	4,000	16,000	140,000
107	Regional Highway 2 / Lambs Rd. Intersection	1.48	C	1,150,000	0	115,000	115,000	207,000	20,700	82,800	724,500
108	Baldwin St. (N. of Taunton Rd. to N. of Garden St.)	112.2	C	13,000,000	0	1,170,000	1,170,000	2,366,000	236,600	946,400	8,281,000
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	D	500,000	0	0	0	100,000	10,000	40,000	350,000

# Approved 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				
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D.C	795,000	0	79,500	79,500	143,100	14,310	57,240	500,850
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>74,050,000</b>	<b>0</b>	<b>10,288,000</b>	<b>10,288,000</b>	<b>12,752,400</b>	<b>1,275,240</b>	<b>5,100,960</b>	<b>44,633,400</b>
<b>Grand Total Financing</b>				<b>135,631,000</b>	<b>2,000,000</b>	<b>68,954,000</b>	<b>68,954,000</b>	<b>12,935,400</b>	<b>1,293,540</b>	<b>5,174,160</b>	<b>45,273,900</b>

**NOTES:**

1) Other Sources of Revenue Include:

CNR	<u>\$2,000,000</u>
<b>TOTAL</b>	<b>\$2,000,000</b>

2) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$10,155,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$14,332,000
Federal Gas Tax Funding (Bridge Rehab/Repalcement)	<u>\$5,168,000</u>
<b>TOTAL</b>	<b>\$30,015,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$38,939,000**

# Approved 2024 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,600,000	0	2,600,000	2,600,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,205,000	0	1,205,000	1,205,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	800,000	0	800,000	800,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,165,000</b>	<b>0</b>	<b>7,250,000</b>	<b>7,250,000</b>	<b>183,000</b>	<b>18,300</b>	<b>73,200</b>	<b>640,500</b>
<b>B Special Rehabilitation Levy</b>											
40	Main St. (Winter St. to Station St.)	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	P	200,000	0	200,000	200,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	37,226,000	0	37,226,000	37,226,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>39,426,000</b>	<b>0</b>	<b>39,426,000</b>	<b>39,426,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
136	Reg. Rd. 3, Bickle Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
137	Reg. Rd. 3, Winchester Rd. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
140	Reg. Rd. 4, Taunton Rd. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
149	Reg. Rd. 11, Dobson Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
155	Reg. Rd. 16, Ritson Rd. Lot 8/9, Conc. 4 Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
156	Reg. Rd. 18, Newtonville Rd. Culvert, (S. of Conc. Rd. 3) Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
157	Reg. Rd. 18, Newtonville Rd. Culvert, (N. of Conc. Rd. 4) Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
160	Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
181	Reg. Rd. 58, Manning Rd Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
182	Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge Rehabilitation	N/A	C	2,400,000	0	2,400,000	2,400,000	0	0	0	0
185	Reg. Hwy 2, Kingston Rd. Over Duffins Creek Bridge Rehabilitation	N/A	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>11,850,000</b>	<b>0</b>	<b>11,850,000</b>	<b>11,850,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Approved 2024 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Finch Ave to Taunton Rd.)	1.3	D	1,000,000	0	60,000	60,000	188,000	18,800	75,200	658,000
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	D	200,000	0	12,000	12,000	37,600	3,760	15,040	131,600
17	Taunton Rd. (York Durham Line to Twelvvetrees Bridge.)	4.1	D	500,000	0	75,000	75,000	85,000	8,500	34,000	297,500
18	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.25	D	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
27	Central St. (Casno Dr. to Brock Rd.)	5.1	D	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
44	Bayly St. (Brock Rd. to Westney Rd.)	22.1	EA	500,000	0	40,000	40,000	92,000	9,200	36,800	322,000
46	Bayly St. (Westney Rd. to Harwood Ave.)	22.2	C	13,000,000	0	780,000	780,000	2,444,000	244,400	977,600	8,554,000
52	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	U	400,000	0	8,000	8,000	78,400	7,840	31,360	274,400
53	Bloor St. (Prestonvale Rd. to Courtice Rd.)	22.9	P	300,000	0	120,000	120,000	36,000	3,600	14,400	126,000
59	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	P	1,500,000	0	60,000	60,000	288,000	28,800	115,200	1,008,000
62	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	C	18,800,000	0	1,692,000	1,692,000	3,421,600	342,160	1,368,640	11,975,600
69	Rossland Rd. (Harmony Rd. to E. of Townline Rd.)	28.2	P	500,000	0	5,000	5,000	99,000	9,900	39,600	346,500
74	Westney Rd. (Bayly St. to Hwy 401)	31.1	U	300,000	0	24,000	24,000	55,200	5,520	22,080	193,200
77	Westney Rd. (S. to N. of Greenwood)	31.5	P	1,500,000	0	120,000	120,000	276,000	27,600	110,400	966,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	D	500,000	0	25,000	25,000	95,000	9,500	38,000	332,500
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	U	1,000,000	0	400,000	400,000	120,000	12,000	48,000	420,000
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	C	19,800,000	0	11,484,000	11,484,000	1,663,200	166,320	665,280	5,821,200
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	C	8,000,000	0	1,040,000	1,040,000	1,392,000	139,200	556,800	4,872,000
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	U	250,000	0	0	0	50,000	5,000	20,000	175,000
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	C	9,200,000	0	368,000	368,000	1,766,400	176,640	706,560	6,182,400
106	Regional Highway 2 (Townline Rd. to Courtice Rd.)	102.5	D	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	P	500,000	0	0	0	100,000	10,000	40,000	350,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	735,000	0	73,500	73,500	132,300	13,230	52,920	463,050
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
<b>Total Special Roads Levy</b>				<b>83,140,000</b>	<b>0</b>	<b>16,867,000</b>	<b>16,867,000</b>	<b>13,254,600</b>	<b>1,325,460</b>	<b>5,301,840</b>	<b>46,391,100</b>
<b>Grand Total Financing</b>				<b>142,581,000</b>	<b>0</b>	<b>75,393,000</b>	<b>75,393,000</b>	<b>13,437,600</b>	<b>1,343,760</b>	<b>5,375,040</b>	<b>47,031,600</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$2,014,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$13,101,000
Federal Gas Tax Funding (Bridge Rehab/Replcement)	\$6,399,000
<b>TOTAL</b>	<b>\$21,874,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$53,519,000**

# Approved 2025 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,700,000	0	2,700,000	2,700,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,255,000	0	1,255,000	1,255,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	230,000	0	230,000	230,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	500,000	0	0	0	100,000	10,000	40,000	350,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,895,000</b>	<b>0</b>	<b>7,630,000</b>	<b>7,630,000</b>	<b>253,000</b>	<b>25,300</b>	<b>101,200</b>	<b>885,500</b>
<b>B Special Rehabilitation Levy</b>											
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	U	100,000	0	100,000	100,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	42,768,000	0	42,768,000	42,768,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>42,868,000</b>	<b>0</b>	<b>42,868,000</b>	<b>42,868,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
138	Reg. Rd. 3, Enniskillen Bridge Rehabilitation	N/A	C	2,400,000	0	2,400,000	2,400,000	0	0	0	0
143	Reg. Rd. 4, Wilmot Creek Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
152	Reg. Rd. 15, McRae Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
159	Reg. Rd. 22, Bloor St. W. Over Oshawa Creek Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
166	Reg. Rd. 31, Bayles Bridge Rehabilitation	N/A	D	175,000	0	175,000	175,000	0	0	0	0
171	Reg. Rd. 45, Henry St. C.N.R. Overpass Replacement	N/A	EA	100,000	0	100,000	100,000	0	0	0	0
173	Reg. Rd. 50, Morgan Bridge Rehabilitation	N/A	D	200,000	100,000	100,000	100,000	0	0	0	0
176	Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
178	Reg. Rd. 57, Bowmanville Creek Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>8,325,000</b>	<b>100,000</b>	<b>8,225,000</b>	<b>8,225,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Approved 2025 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Finch Ave to Taunton Rd.)	1.3	P	2,000,000	0	120,000	120,000	376,000	37,600	150,400	1,316,000
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	P	400,000	0	24,000	24,000	75,200	7,520	30,080	263,200
17	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	P	1,000,000	0	150,000	150,000	170,000	17,000	68,000	595,000
18	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.25	P	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
27	Central St. (Casno Dr. to Brock Rd.)	5.1	P	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
44	Bayly St. (Brock Rd. to Westney Rd.)	22.1	D	500,000	0	40,000	40,000	92,000	9,200	36,800	322,000
52	Bloor St. (E. of Harmony Rd. to Grandview St.)	22.8	C	22,400,000	0	448,000	448,000	4,390,400	439,040	1,756,160	15,366,400
53	Bloor St. (Prestonvale Rd. to Courtice Rd.)	22.9	U	400,000	0	160,000	160,000	48,000	4,800	19,200	168,000
59	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	U	1,500,000	0	60,000	60,000	288,000	28,800	115,200	1,008,000
69	Rossland Rd. (Harmony Rd. to E. of Townline Rd.)	28.2	U	500,000	0	5,000	5,000	99,000	9,900	39,600	346,500
74	Westney Rd. (Bayly St. to Hwy 401)	31.1	C	6,700,000	0	536,000	536,000	1,232,800	123,280	493,120	4,314,800
77	Westney Rd. (S. to N. of Greenwood)	31.5	U	500,000	0	40,000	40,000	92,000	9,200	36,800	322,000
80	Hopkins St Overpass	36.0	C	13,800,000	0	0	0	2,760,000	276,000	1,104,000	9,660,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	P	300,000	0	15,000	15,000	57,000	5,700	22,800	199,500
90	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	C	13,000,000	0	5,720,000	5,720,000	1,456,000	145,600	582,400	5,096,000
95	Bowmanville Ave. (N. of Stevens Rd. to Nash Rd.)	57.2	C	8,000,000	0	560,000	560,000	1,488,000	148,800	595,200	5,208,000
106	Regional Highway 2 (Townline Rd. to Courtice Rd.)	102.5	U	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	U	1,000,000	0	0	0	200,000	20,000	80,000	700,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D.C	685,000	0	68,500	68,500	123,300	12,330	49,320	431,550
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	300,000	0	0	0	60,000	6,000	24,000	210,000
<b>Total Special Roads Levy</b>				<b>76,040,000</b>	<b>0</b>	<b>8,427,000</b>	<b>8,427,000</b>	<b>13,522,600</b>	<b>1,352,260</b>	<b>5,409,040</b>	<b>47,329,100</b>
<b>Grand Total Financing</b>				<b>136,128,000</b>	<b>100,000</b>	<b>67,150,000</b>	<b>67,150,000</b>	<b>13,775,600</b>	<b>1,377,560</b>	<b>5,510,240</b>	<b>48,214,600</b>

**1) Other Sources of Revenue Include:**

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

**2) Alternative sources of financing available to relieve property tax pressures include:**

Regional Roads Levy Reserves (Growth Related)	\$504,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$16,704,000
Federal Gas Tax Funding (Bridge Rehab/Replcement)	<u>\$2,796,000</u>
	<b>\$20,364,000</b>

**Grand Total Property Tax financing after applied alternative sources of financing: \$46,786,000**

# Approved 2026 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,800,000	0	2,800,000	2,800,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,255,000	0	1,255,000	1,255,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,515,000</b>	<b>0</b>	<b>7,600,000</b>	<b>7,600,000</b>	<b>183,000</b>	<b>18,300</b>	<b>73,200</b>	<b>640,500</b>
<b>B Special Rehabilitation Levy</b>											
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	U	100,000	0	100,000	100,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	37,237,000	0	37,237,000	37,237,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>37,337,000</b>	<b>0</b>	<b>37,337,000</b>	<b>37,337,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
136	Reg. Rd. 3, Bickle Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
149	Reg. Rd. 11, Dobson Bridge Rehabilitation	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
160	Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge Rehabilitation	N/A	C	1,800,000	0	1,800,000	1,800,000	0	0	0	0
165	Reg. Rd. 31, Westney Rd. CPR Overhead Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
167	Reg. Rd. 33, Harmony Rd. S. CPR Overhead Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
168	Reg. Rd. 33, Hoskin Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
171	Reg. Rd. 45, Henry St. C.N.R. Overpass Replacement	N/A	D	300,000	0	300,000	300,000	0	0	0	0
172	Reg. Rd. 46, Brock St. CNR Overpass Bridge Rehabilitation	N/A	C	1,750,000	0	1,750,000	1,750,000	0	0	0	0
173	Reg. Rd. 50, Morgan Bridge Rehabilitation	N/A	C	2,000,000	1,000,000	1,000,000	1,000,000	0	0	0	0
175	Reg. Rd. 53, Stevenson Rd. CNR Overpass Rehabilitation	N/A	D	200,000	0	200,000	200,000	0	0	0	0
183	Reg. Rd. 58, Adelaide Ave. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>14,750,000</b>	<b>1,000,000</b>	<b>13,750,000</b>	<b>13,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Approved 2026 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	U	400,000	0	24,000	24,000	75,200	7,520	30,080	263,200
17	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	U	1,000,000	0	150,000	150,000	170,000	17,000	68,000	595,000
18	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.25	U	1,000,000	0	130,000	130,000	174,000	17,400	69,600	609,000
27	Central St. (Casno Dr. to Brock Rd.)	5.1	U	200,000	0	100,000	100,000	20,000	2,000	8,000	70,000
44	Bayly St. (Brock Rd. to Westney Rd.)	22.1	P	500,000	0	40,000	40,000	92,000	9,200	36,800	322,000
53	Bloor St. (Prestonvale Rd. to Courtice Rd.)	22.9	C	12,000,000	0	4,800,000	4,800,000	1,440,000	144,000	576,000	5,040,000
77	Westney Rd. (S. to N. of Greenwood)	31.5	C	10,000,000	0	800,000	800,000	1,840,000	184,000	736,000	6,440,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	U	500,000	0	25,000	25,000	95,000	9,500	38,000	332,500
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	C	24,000,000	0	9,600,000	9,600,000	2,880,000	288,000	1,152,000	10,080,000
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	C	22,000,000	0	0	0	4,400,000	440,000	1,760,000	15,400,000
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	C	10,000,000	0	0	0	2,000,000	200,000	800,000	7,000,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D.C	630,000	0	63,000	63,000	113,400	11,340	45,360	396,900
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	300,000	0	0	0	60,000	6,000	24,000	210,000
<b>Total Special Roads Levy</b>				<b>84,685,000</b>	<b>0</b>	<b>15,947,500</b>	<b>15,947,500</b>	<b>13,747,500</b>	<b>1,374,750</b>	<b>5,499,000</b>	<b>48,116,250</b>
<b>Grand Total Financing</b>				<b>145,287,000</b>	<b>1,000,000</b>	<b>74,634,500</b>	<b>74,634,500</b>	<b>13,930,500</b>	<b>1,393,050</b>	<b>5,572,200</b>	<b>48,756,750</b>

**NOTES:**

1) Other Sources of Revenue Include:

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

2) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$504,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$11,181,000
Federal Gas Tax Funding (Bridge Rehab/Replcement)	<u>\$8,319,000</u>
	<b>\$20,364,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$54,270,500**

## Approved 2027 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	2,900,000	0	2,900,000	2,900,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,205,000	0	1,205,000	1,205,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	140,000	0	140,000	140,000	0	0	0	0
120	Road Safety Program	N/A	C	900,000	0	900,000	900,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,605,000</b>	<b>0</b>	<b>7,690,000</b>	<b>7,690,000</b>	<b>183,000</b>	<b>18,300</b>	<b>73,200</b>	<b>640,500</b>
<b>B Special Rehabilitation Levy</b>											
41	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	N/A	C	6,000,000	0	6,000,000	6,000,000	0	0	0	0
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	33,829,000	0	33,829,000	33,829,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>39,829,000</b>	<b>0</b>	<b>39,829,000</b>	<b>39,829,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
143	Reg. Rd. 4, Wilmot Creek Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
146	Reg. Rd. 8., Reach St. Culvert Rehabilitation	N/A	D	75,000	0	75,000	75,000	0	0	0	0
152	Reg. Rd. 15, McRae Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
158	Reg. Rd. 18, Kendal Bridge Rehabilitation	N/A	D	125,000	0	125,000	125,000	0	0	0	0
164	Reg. Rd. 29, Liverpool Rd. Over CNR Bridge Rehabilitation	N/A	D	150,000	0	150,000	150,000	0	0	0	0
166	Reg. Rd. 31, Bayles Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
168	Reg. Rd. 33, Hoskin Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
169	Reg. Rd. 35, Wilson Rd. N. Pedestrian Underpass Rehabilitation	N/A	D	100,000	0	100,000	100,000	0	0	0	0
171	Reg. Rd. 45, Henry St. C.N.R. Overpass Replacement	N/A	P	100,000	0	100,000	100,000	0	0	0	0
176	Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
177	Reg. Rd. 54, Park Rd. C.P.R. Overpass Rehabilitation	N/A	D	150,000	0	150,000	150,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>11,200,000</b>	<b>0</b>	<b>11,200,000</b>	<b>11,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Approved 2027 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Finch Ave to Taunton Rd.)	1.3	U	2,000,000	0	120,000	120,000	376,000	37,600	150,400	1,316,000
12	Simcoe St. (S. of King St. to S. of Greenway Blvd.)	2.2	C	3,000,000	0	180,000	180,000	564,000	56,400	225,600	1,974,000
18	Taunton Rd. (Peter Matthews Dr. to Brock Rd)	4.25	C	16,000,000	0	2,080,000	2,080,000	2,784,000	278,400	1,113,600	9,744,000
44	Bayly St. (Brock Rd. to Westney Rd.)	22.1	U	1,000,000	0	80,000	80,000	184,000	18,400	73,600	644,000
51	Bloor St. (Ritson Rd. to Farewell St.)	22.7	EA	500,000	0	220,000	220,000	56,000	5,600	22,400	196,000
59	Thickson Rd. (Consumers Dr. to Dundas St.)	26.3	C	18,000,000	0	720,000	720,000	3,456,000	345,600	1,382,400	12,096,000
64	Altona Rd. (N. of Strouds Lane to Finch Ave.)	27.2	EA	500,000	0	230,000	230,000	54,000	5,400	21,600	189,000
69	Rossland Rd. (Harmony Rd. to E. of Townline Rd.)	28.2	C	25,000,000	0	250,000	250,000	4,950,000	495,000	1,980,000	17,325,000
83	Whites Rd. (Bayly St. to Kingston Rd.)	38.1	EA	500,000	0	20,000	20,000	96,000	9,600	38,400	336,000
106	Regional Highway 2 (Townline Rd. to Courtice Rd.)	102.5	C	3,500,000	0	1,750,000	1,750,000	350,000	35,000	140,000	1,225,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	655,000	0	65,500	65,500	117,900	11,790	47,160	412,650
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	300,000	0	0	0	60,000	6,000	24,000	210,000
<b>Total Special Roads Levy</b>				<b>73,110,000</b>	<b>0</b>	<b>5,931,000</b>	<b>5,931,000</b>	<b>13,435,800</b>	<b>1,343,580</b>	<b>5,374,320</b>	<b>47,025,300</b>
<b>Grand Total Financing</b>				<b>132,744,000</b>	<b>0</b>	<b>64,650,000</b>	<b>64,650,000</b>	<b>13,618,800</b>	<b>1,361,880</b>	<b>5,447,520</b>	<b>47,665,800</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

Regional Roads Levy Reserves (Growth Related)	\$504,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$13,726,000
Federal Gas Tax Funding (Bridge Rehab/Repalcement)	\$5,774,000
<b>TOTAL</b>	<b>\$20,364,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$44,286,000**

# Approved 2028 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	N/A	C	400,000	0	400,000	400,000	0	0	0	0
112	Resurfacing / Rehabilitation Preparatory Activities Allowance	N/A	D,P,U	350,000	0	350,000	350,000	0	0	0	0
113	Resurfacing / Rehabilitation Program	N/A	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
115	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	45,000	4,500	18,000	157,500
117	Signal Modernization Program	N/A	C	1,005,000	0	1,005,000	1,005,000	0	0	0	0
118	Accessible Pedestrian Signal (APS) Installation Program	N/A	C	850,000	0	850,000	850,000	0	0	0	0
119	Advance Traffic Management Systems (ATMS) Upgrades	N/A	C	100,000	0	100,000	100,000	0	0	0	0
120	Road Safety Program	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
122	Uninterruptible Power Supply (UPS) Installation Program	N/A	D,C	250,000	0	250,000	250,000	0	0	0	0
123	Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	81,000	8,100	32,400	283,500
125	Roadside Landscaping Projects	O.3	C	150,000	0	15,000	15,000	27,000	2,700	10,800	94,500
126	Transportation Plans and Studies	O.5	D	150,000	0	0	0	30,000	3,000	12,000	105,000
128	Contingencies - Non-Development Related	N/A		100,000	0	100,000	100,000	0	0	0	0
130	Structure Investigation Program	N/A	C	100,000	0	100,000	100,000	0	0	0	0
131	Bridge Deck Repairs Program	N/A	C	200,000	0	200,000	200,000	0	0	0	0
132	Expansion Joint Replacement Program	N/A	C	60,000	0	60,000	60,000	0	0	0	0
133	Culvert Repairs Program	N/A	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>8,565,000</b>	<b>0</b>	<b>7,650,000</b>	<b>7,650,000</b>	<b>183,000</b>	<b>18,300</b>	<b>73,200</b>	<b>640,500</b>
<b>B Special Rehabilitation Levy</b>											
114	Road Resurfacing/Rehabilitation Other Locations	N/A	C	43,028,000	0	43,028,000	43,028,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>43,028,000</b>	<b>0</b>	<b>43,028,000</b>	<b>43,028,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
146	Reg. Rd. 8., Reach St. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
158	Reg. Rd. 18, Kendal Bridge Rehabilitation	N/A	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
169	Reg. Rd. 35, Wilson Rd. N. Pedestrian Underpass Rehabilitation	N/A	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
175	Reg. Rd. 53, Stevenson Rd. CNR Overpass Rehabilitation	N/A	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
183	Reg. Rd. 58, Adelaide Ave. Culvert Rehabilitation	N/A	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>8,000,000</b>	<b>0</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Finch Ave to Taunton Rd.)	1.3	C	35,000,000	0	2,100,000	2,100,000	6,580,000	658,000	2,632,000	23,030,000
3	Brock Rd. (Taunton Rd. to Alexander Knox - 5th Concession Rd.)	1.45	D	500,000	0	60,000	60,000	88,000	8,800	35,200	308,000
4	Brock Rd. (Alexander Knox - 5th Concession Rd. to Hwy 7)	1.6	D	500,000	0	50,000	50,000	90,000	9,000	36,000	315,000
17	Taunton Rd. (York Durham Line to Twelvetrees Bridge.)	4.1	C	18,000,000	0	2,700,000	2,700,000	3,060,000	306,000	1,224,000	10,710,000
19	Taunton Rd. (Brock Rd. to Brock St./Hwy 12.)	4.3	EA	1,000,000	0	120,000	120,000	176,000	17,600	70,400	616,000
27	Central St. (Casno Dr. to Brock Rd.)	5.1	C	3,000,000	0	1,500,000	1,500,000	300,000	30,000	120,000	1,050,000
38	Ritson Rd. (Conlin Rd. to Britannia Ave.)	16.2	D	250,000	0	102,500	102,500	29,500	2,950	11,800	103,250
39	Region Rd. 17 (CPR to Concession Rd. 3)	17.1	EA	500,000	0	0	0	100,000	10,000	40,000	350,000

## Approved 2028 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				
42	Bayly St. (Liverpool Rd. to Brock Rd.)	22	EA	500,000	0	30,000	30,000	94,000	9,400	37,600	329,000
47	Bayly St. (Harwood Ave. to Salem Rd.)	22.25	EA	500,000	0	35,000	35,000	93,000	9,300	37,200	325,500
51	Bloor St. (Ritson Rd. to Farewell St.)	22.7	D	500,000	0	220,000	220,000	56,000	5,600	22,400	196,000
63	Thickson Rd. (Winchester Rd. to Baldwin St.)	26.6	EA	500,000	0	155,000	155,000	69,000	6,900	27,600	241,500
64	Altona Rd. (N. of Strouds Lane to Finch Ave.)	27.2	D	500,000	0	230,000	230,000	54,000	5,400	21,600	189,000
79	Harmony Rd. (Conlin Rd. to Britannia Ave.)	33.5	EA	500,000	0	170,000	170,000	66,000	6,600	26,400	231,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	C	13,500,000	0	675,000	675,000	2,565,000	256,500	1,026,000	8,977,500
83	Whites Rd. (Bayly St. to Kingston Rd.)	38.1	D	500,000	0	20,000	20,000	96,000	9,600	38,400	336,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	680,000	0	68,000	68,000	122,400	12,240	48,960	428,400
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	300,000	0	0	0	60,000	6,000	24,000	210,000
<b>Total Special Roads Levy</b>				<b>78,885,000</b>	<b>0</b>	<b>8,451,000</b>	<b>8,451,000</b>	<b>14,086,800</b>	<b>1,408,680</b>	<b>5,634,720</b>	<b>49,303,800</b>
<b>Grand Total Financing</b>				<b>138,478,000</b>	<b>0</b>	<b>67,129,000</b>	<b>67,129,000</b>	<b>14,269,800</b>	<b>1,426,980</b>	<b>5,707,920</b>	<b>49,944,300</b>

**NOTES:**

1) Alternative sources of financing available to relieve property tax pressures include:

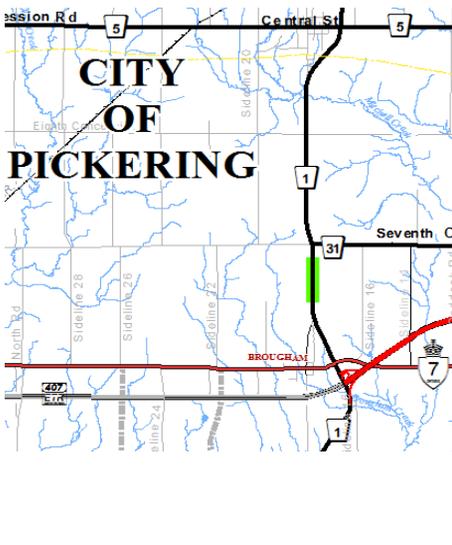
Regional Roads Levy Reserves (Growth Related)	\$504,000
Road Rehabilitation Levy Reserves	\$360,000
Federal Gas Tax Funding (Road Rehab/Reconstruction)	\$16,928,000
Federal Gas Tax Funding (Bridge Rehab/Repalcement)	\$2,572,000
<b>TOTAL</b>	<b>\$20,364,000</b>

Grand Total Property Tax financing after applied alternative sources of financing: **\$46,765,000**

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 2</b>  Program No. R0701 Reg. Rd. 1 Brock Rd. from Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd.  Pickering 1.7 km												
<b>RELATED PROJECTS</b>												
Water supply - \$2,700,000 (Seaton Agreement)												
Sanitary Sewer - \$10,600,000 (Seaton Agreement)												
Taunton & Brock Intersection - \$1,215,000 (Seaton Agreement)												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	3,403,229											3,403,229
Environmental Assessment		450,000										450,000
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction			10,400,000									10,400,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	3,403,229	450,000	10,400,000	0	0	0	0	0	0	0	0	14,253,229
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	1,997,583	289,800	6,694,800									8,982,183
NEW COMMERCIAL DEV. CHARGES*	397,508	33,120	765,120									1,195,748
NEW INSTITUTIONAL DEV. CHARGES*			191,280									191,280
NEW INDUSTRIAL DEV. CHARGES*			1,912,800									1,912,800
GENERAL LEVY												0
ROADS CAPITAL RESERVE	1,008,138	127,080	836,000									1,971,218
OTHER												0
<b>TOTAL ATTRIBUTION</b>	3,403,229	450,000	10,400,000	0	0	0	0	0	0	0	0	14,253,229
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Widen road from 2 to 4 lanes including intersection modifications at Brock Rd. and Taunton Rd.												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 5</b>  Program No. R1901 Reg. Rd. 1 Brock Rd. from 0.24 km N. of Mowbray St. to 0.3 km S. of 7th Concession Rd.  Pickering 0.85 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		400,000											400,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	400,000	0	0	0	0	0	0	0	0	0	0	400,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND													0
FEDERAL GAS TAX		400,000											400,000
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	400,000	0	0	0	0	0	0	0	0	0	0	400,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation.													

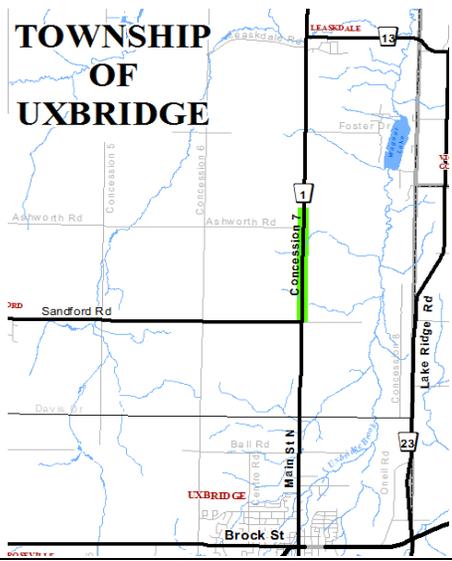
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 6</b>													
Program No. R1902 Reg. Rd. 1 Brock Rd. / 7th Concession Rd. Intersection Pickering													
<b>RELATED PROJECTS</b>													
Associated Works:													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment													0
Engineering/Design		200,000											200,000
Property Acquisition			100,000										100,000
Utility Relocation				150,000									150,000
Construction					2,300,000								2,300,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	200,000	100,000	150,000	2,300,000	0	0	0	0	0	0	0	2,750,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES		126,000	63,000	94,500	1,449,000								1,732,500
NEW COMMERCIAL DEV. CHARGES*		14,400	7,200	10,800	165,600								198,000
NEW INSTITUTIONAL DEV. CHARGES*			1,800	2,700	41,400								45,900
NEW INDUSTRIAL DEV. CHARGES*			18,000	27,000	414,000								459,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE		59,600	10,000	15,000	230,000								314,600
ROADS REHAB RESERVE FUND													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	200,000	100,000	150,000	2,300,000	0	0	0	0	0	0	0	2,750,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Intersection modifications.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 7</b>  Program No. R1903 Reg. Rd. 1 Brock Rd. from 3.0 km south of Reg. Rd. 21 to the proposed roundabout limit at Goodwood Rd.  Uxbridge 2.7 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		2,700,000											2,700,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	2,700,000	0	0	0	0	0	0	0	0	0	0	2,700,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND													0
FEDERAL GAS TAX		2,700,000											2,700,000
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	2,700,000	0	0	0	0	0	0	0	0	0	0	2,700,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation.													

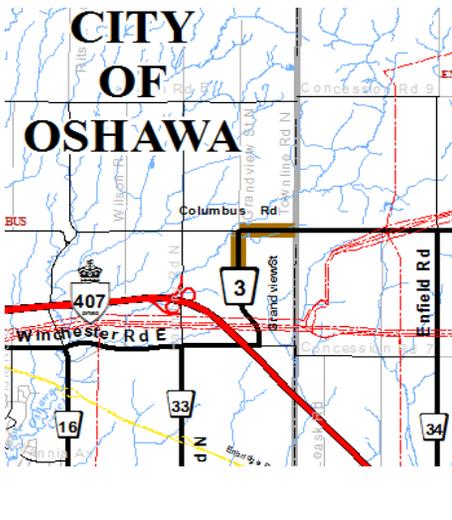
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 9</b>													
Program No. R1501 Reg. Rd. 1 Conc. Rd. 7 from Reg. Rd. 11 to 0.4 km north of Ashworth Rd.													
Uxbridge 2.5 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	700,000												700,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		6,100,000											6,100,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	700,000	6,100,000	0	0	0	0	0	0	0	0	0	0	6,800,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND	700,000	6,100,000											6,800,000
FEDERAL GAS TAX													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	700,000	6,100,000	0	0	0	0	0	0	0	0	0	0	6,800,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													

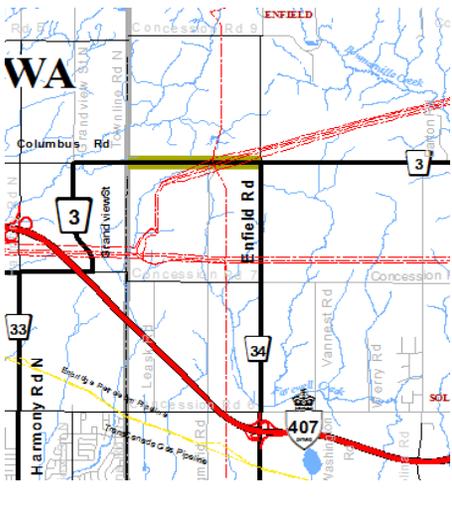
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 11</b>  Program No. R1601 Reg. Rd. 2A & 2 Centre St. from King St. to Brock St. West and Simcoe St. from Brock St. West to south of Adelaide Ave.  Oshawa 0.7 km												
<b>RELATED PROJECTS</b>												
Associated Works Water Supply - \$850,000 Sanitary Sewer - \$925,000												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	900,000											900,000
Environmental Assessment		100,000										100,000
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction			10,000,000									10,000,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	<b>900,000</b>	<b>100,000</b>	<b>10,000,000</b>	<b>0</b>	<b>11,000,000</b>							
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND	900,000	100,000	2,500,000									3,500,000
FEDERAL GAS TAX			7,500,000									7,500,000
OTHER												0
<b>TOTAL ATTRIBUTION</b>	<b>900,000</b>	<b>100,000</b>	<b>10,000,000</b>	<b>0</b>	<b>11,000,000</b>							
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<b>NEED/EXPLANATION OF PROJECT</b>												
Road reconstruction.												

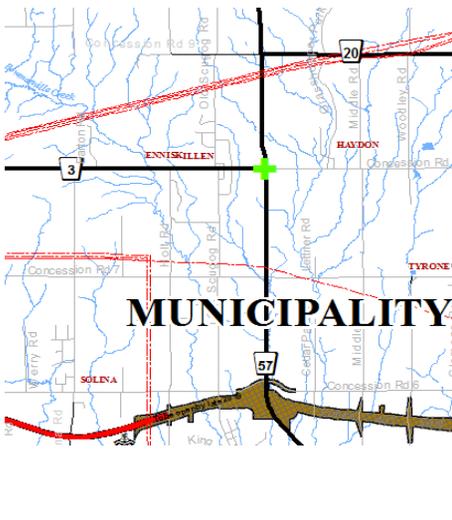
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 14</b>  Program No. R1703 Reg. Rd. 3 Grandview St. N. from Hwy 407 to Columbus Rd. E. and Columbus Rd. E. from Grandview St. N. to Townline Rd. N. Oshawa 1.8 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
	<b>EXPENDITURES:</b>  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>	350,000           350,000	500,000  100,000 100,000 250,000 50,000     500,000	3,000,000           3,000,000	0           0	350,000           3,850,000							
	<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER  <b>TOTAL ATTRIBUTION</b>	350,000           350,000	500,000           500,000	3,000,000           3,000,000	0           0	350,000           3,850,000							
	* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
	<b>NEED/EXPLANATION OF PROJECT</b>												
	Road rehabilitation/reconstruction.												

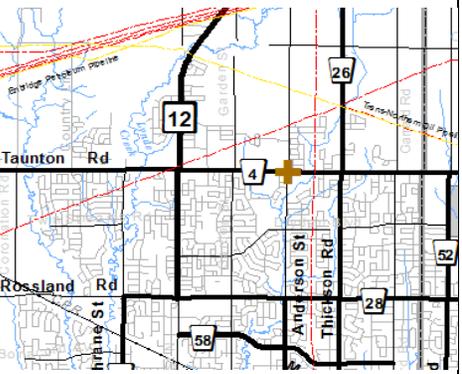
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 15</b>  Program No. R1708 Reg. Rd. 3 Columbus Rd. E. from Townline Rd. N. to Enfield Rd. (Reg. Rd. 34)  Clarington                      2.0 km												
<b>RELATED PROJECTS</b>												
<u>Associated Works:</u>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	150,000											150,000
Environmental Assessment												0
Engineering/Design		175,000										175,000
Property Acquisition		300,000										300,000
Utility Relocation			250,000									250,000
Construction			50,000	3,600,000								3,650,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	<b>150,000</b>	<b>475,000</b>	<b>300,000</b>	<b>3,600,000</b>	<b>0</b>	<b>4,525,000</b>						
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY	150,000											150,000
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND		475,000	300,000	3,600,000								4,375,000
OTHER												0
<b>TOTAL ATTRIBUTION</b>	<b>150,000</b>	<b>475,000</b>	<b>300,000</b>	<b>3,600,000</b>	<b>0</b>	<b>4,525,000</b>						
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road rehabilitation/reconstruction.												

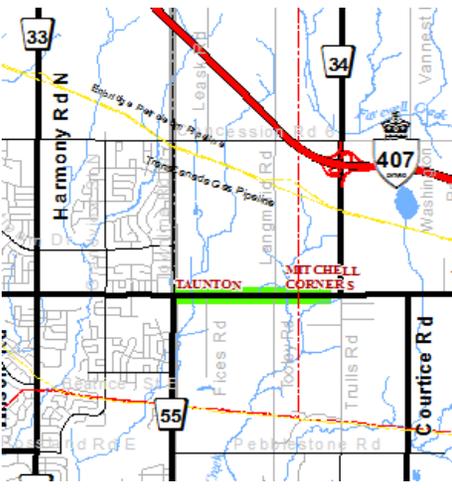
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 16</b>  Program No. R1603 Regional Road 3 (Concession 8) / Bowmanville Ave. (Reg. Rd. 57) Intersection  Clarington													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	1,100,000												1,100,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		3,400,000											3,400,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>1,100,000</b>	<b>3,400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500,000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	673,200	2,142,000											2,815,200
NEW COMMERCIAL DEV. CHARGES*	99,000	244,800											343,800
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*	48,600												48,600
GENERAL LEVY													0
ROADS CAPITAL RESERVE	279,200	1,013,200											1,292,400
ROADS REHAB RESERVE FUND													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>1,100,000</b>	<b>3,400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,500,000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Reconstruct to roundabout.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

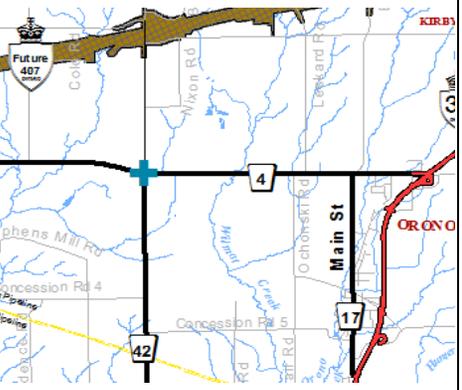
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 20</b>													
Program No. R1801 Reg. Rd. 4 Taunton Rd. / Anderson St. Intersection Whitby													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	100,000												100,000
Environmental Assessment		50,000											50,000
Engineering/Design													0
Property Acquisition													0
Utility Relocation		100,000											100,000
Construction			1,500,000										1,500,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	100,000	150,000	1,500,000	0	0	0	0	0	0	0	0	0	1,750,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	61,200	94,500	945,000										1,100,700
NEW COMMERCIAL DEV. CHARGES*	9,000	10,800	108,000										127,800
NEW INSTITUTIONAL DEV. CHARGES*			27,000										27,000
NEW INDUSTRIAL DEV. CHARGES*			270,000										270,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE	29,800	44,700	150,000										224,500
ROADS REHAB RESERVE FUND													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	100,000	150,000	1,500,000	0	0	0	0	0	0	0	0	0	1,750,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Intersection modifications.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION													
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL		
			2020	2021	2022	2023	2024	2025	2026	2027	2028			
<b>BUDGET ITEM NO. 21</b>  Program No. R1733 Reg. Rd. 4 Taunton Rd. from east of Townline Rd. to west of Enfield Rd. Clarington 1.7 km														
<b>RELATED PROJECTS</b>														
Associated Works:														
														
<b>EXPENDITURES:</b>														
Total Prior Budget Allocations	673,000												673,000	
Environmental Assessment													0	
Engineering/Design													0	
Property Acquisition													0	
Utility Relocation													0	
Construction		2,800,000											2,800,000	
Contingency													0	
Other													0	
<b>TOTAL EXPENDITURES</b>	<b>673,000</b>	<b>2,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,473,000</b>	
<b>ATTRIBUTION:</b>														
SUBSIDY/GRANTS														0
NEW RESIDENTIAL DEV. CHARGES	116,000													116,000
NEW COMMERCIAL DEV. CHARGES*	17,000													17,000
NEW INSTITUTIONAL DEV. CHARGES*														0
NEW INDUSTRIAL DEV. CHARGES*														0
GENERAL LEVY														0
ROADS CAPITAL RESERVE														0
ROADS REHAB RESERVE FUND	540,000	2,800,000												3,340,000
OTHER														0
<b>TOTAL ATTRIBUTION</b>	<b>673,000</b>	<b>2,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,473,000</b>	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
<b>NEED/EXPLANATION OF PROJECT</b>														
Road rehabilitation from east of Townline Rd. to west of Enfield Rd.														

APPROVED 2019 CAPITAL BUDGET

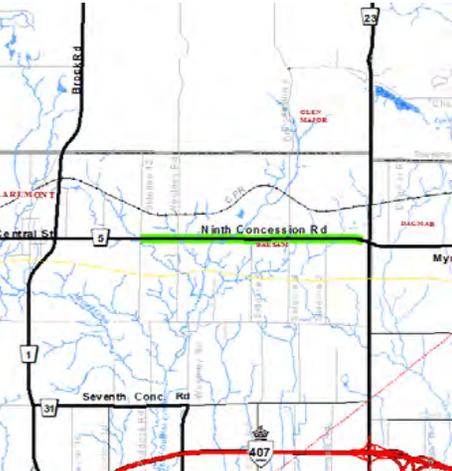
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 25</b>													
Program No. R1908 Reg. Rd. 4													
Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection Clarington													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment		50,000											50,000
Engineering/Design			200,000										200,000
Property Acquisition				200,000									200,000
Utility Relocation					100,000								100,000
Construction						1,700,000							1,700,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	50,000	200,000	200,000	100,000	1,700,000	0	0	0	0	0	0	2,250,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES		31,500	126,000	126,000	63,000	1,071,000							1,417,500
NEW COMMERCIAL DEV. CHARGES*		3,600	14,400	14,400	7,200	122,400							162,000
NEW INSTITUTIONAL DEV. CHARGES*			3,600	3,600	1,800	30,600							39,600
NEW INDUSTRIAL DEV. CHARGES*			36,000	36,000	18,000	306,000							396,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE		14,900	20,000	20,000	10,000	170,000							234,900
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	50,000	200,000	200,000	100,000	1,700,000	0	0	0	0	0	0	2,250,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													

NEED/EXPLANATION OF PROJECT

Reconstruct and modify intersection.

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 26</b>  Program No. R1909 Reg. Rd. 5 Ninth Concession Rd. from Sideline 12 to west of Lake Ridge Rd.  Pickering 4.6 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
EXPENDITURES:  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>													
ATTRIBUTION:  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND FEDERAL GAS TAX OTHER  <b>TOTAL ATTRIBUTION</b>													
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 29</b>  Program No. R1910 Reg. Rd. 9 Ganaraska Rd. from 2.0 km east of Maynard Rd. to 0.4 km east of Newtonville Rd. (Reg. Rd. 18)  Clarington 1.5 km												
<b>RELATED PROJECTS</b>												
Associated Works:												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations												0
Environmental Assessment												0
Engineering/Design		100,000										100,000
Property Acquisition												0
Utility Relocation			50,000									50,000
Construction				1,000,000								1,000,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	0	100,000	50,000	1,000,000	0	0	0	0	0	0	0	1,150,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND		100,000	50,000	1,000,000								1,150,000
FEDERAL GAS TAX												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	0	100,000	50,000	1,000,000	0	0	0	0	0	0	0	1,150,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road rehabilitation/reconstruction.												

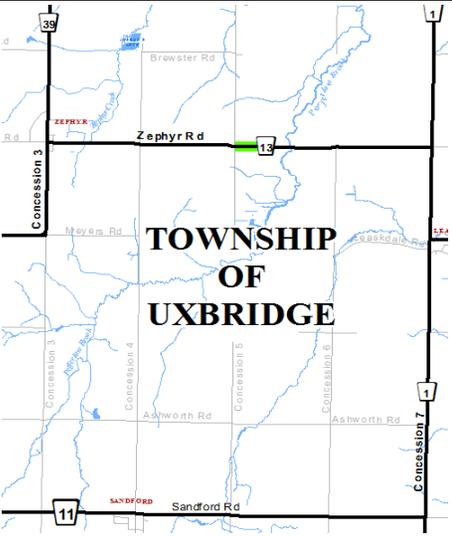
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 30</b>													
Program No. R1403 Reg. Rd. 12 / 23 Reg. Rd. 12 / Lake Ridge Rd. Intersection Brock													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	3,900,000												3,900,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		700,000											700,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>3,900,000</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,600,000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	2,386,800	441,000											2,827,800
NEW COMMERCIAL DEV. CHARGES*	351,000	50,400											401,400
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*	64,800												64,800
GENERAL LEVY													0
ROADS CAPITAL RESERVE	1,097,400	208,600											1,306,000
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>3,900,000</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,600,000</b>
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Reconstruct to roundabout.													

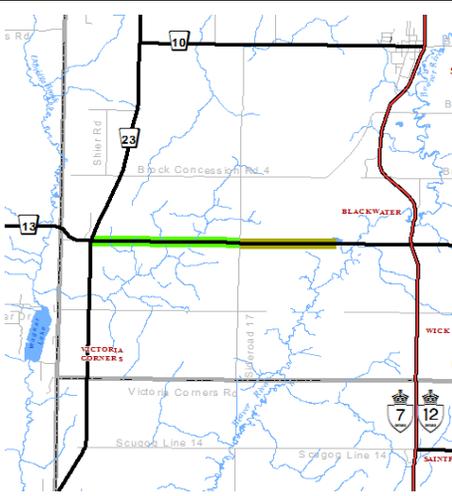
APPROVED 2019 CAPITAL BUDGET

PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION		BUDGET PROVISION AND COST ATTRIBUTION											
BUDGET ITEM NO. 32	Program No. R1509 Reg. Rd. 13 Zephyr Rd. from Conc. 5 to 0.7 km east of Conc. 5  Uxbridge 0.7 km	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
				2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations		810,000											810,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction			1,300,000										1,300,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>		<b>810,000</b>	<b>1,300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,110,000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND		810,000	1,300,000										2,110,000
OTHER													0
<b>TOTAL ATTRIBUTION</b>		<b>810,000</b>	<b>1,300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,110,000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation/reconstruction.													



APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 33</b>													
Program No. R0901 Reg. Rd. 13 3rd Concession from Lake Ridge Rd. to 1.5 km west of Highway 12 Brock 3.9 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	10,220,000												10,220,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		3,800,000		9,300,000									13,100,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	10,220,000	3,800,000	0	9,300,000	0	0	0	0	0	0	0	0	23,320,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	2,448,000												2,448,000
NEW COMMERCIAL DEV. CHARGES*	360,000												360,000
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*	648,000												648,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE	544,000												544,000
ROADS REHAB RESERVE FUND	6,220,000	3,800,000		9,300,000									19,320,000
OTHER													0
<b>TOTAL ATTRIBUTION</b>	10,220,000	3,800,000	0	9,300,000	0	0	0	0	0	0	0	0	23,320,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													

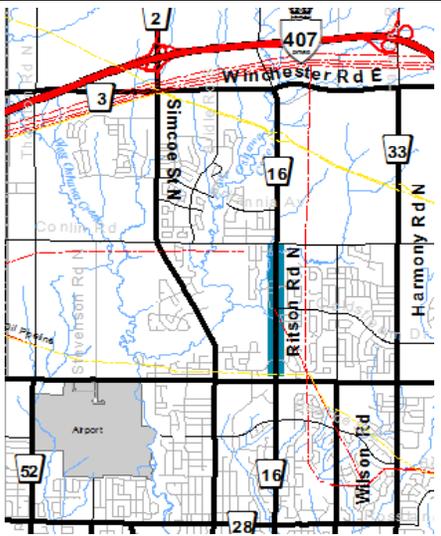
**NEED/EXPLANATION OF PROJECT**

Road rehabilitation/reconstruction including modifications to the profile and modifications to the Lake Ridge Rd. intersection.  
PH I: 2019 intersection modifications at Reg. Rd. 13/23.  
PH II: Tender 2019 road reconstruction from east of Lake Ridge Rd. to west of Sideroad 17  
PH III: 2021 road reconstruction from west of Sideroad 17 to 1.5km west of Hwy 7/12

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

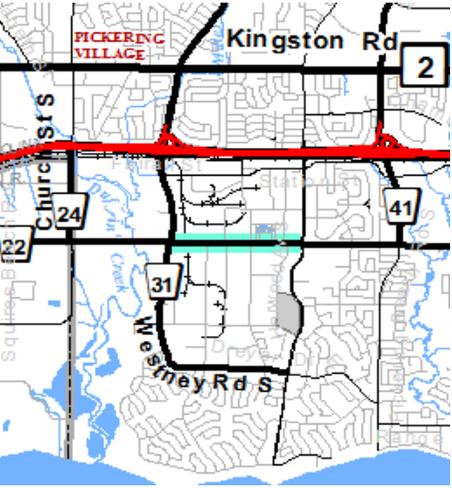
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 35</b>													
Program No. R1717 Reg. Rd. 14 Liberty St. from Longworth Ave. to Concession Rd. 3  Clarington 0.8 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	750,000												750,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation		300,000											300,000
Construction			4,900,000										4,900,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>750,000</b>	<b>300,000</b>	<b>0</b>	<b>4,900,000</b>	<b>0</b>	<b>5,950,000</b>							
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	459,000	189,000		2,142,000									2,790,000
NEW COMMERCIAL DEV. CHARGES*	67,500	21,600		244,800									333,900
NEW INSTITUTIONAL DEV. CHARGES*				61,200									61,200
NEW INDUSTRIAL DEV. CHARGES*	56,700			612,000									668,700
GENERAL LEVY													0
ROADS CAPITAL RESERVE	166,800	89,400		340,000									596,200
ROADS REHAB RESERVE FUND				1,500,000									1,500,000
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>750,000</b>	<b>300,000</b>	<b>0</b>	<b>4,900,000</b>	<b>0</b>	<b>5,950,000</b>							
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation including signalization and modifications to the Concession Rd. 3 intersection and Liberty Street and Freeland Ave - Bons Ave.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

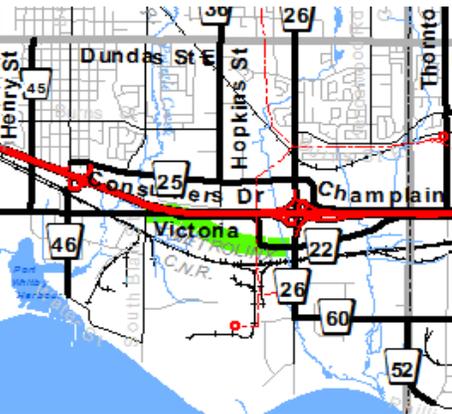
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 37</b>  Program No. R1803 Reg. Rd. 16 Ritson Rd. from north of Taunton Rd. to Conlin Rd.  Oshawa 2.0km												
<b>RELATED PROJECTS</b>												
Associated Works:												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	500,000											500,000
Environmental Assessment												0
Engineering/Design		500,000										500,000
Property Acquisition			100,000									100,000
Utility Relocation					100,000							100,000
Construction						12,800,000						12,800,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	<b>500,000</b>	<b>500,000</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>12,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,000,000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	224,400	206,500	41,300		41,300	5,286,400						5,799,900
NEW COMMERCIAL DEV. CHARGES*	33,000	23,600	4,720		4,720	604,160						670,200
NEW INSTITUTIONAL DEV. CHARGES*			1,180		1,180	151,040						153,400
NEW INDUSTRIAL DEV. CHARGES*		59,000	11,800		11,800	1,510,400						1,593,000
GENERAL LEVY												0
ROADS CAPITAL RESERVE	242,600	210,900	41,000		41,000	5,248,000						5,783,500
ROADS REHAB RESERVE FUND												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	<b>500,000</b>	<b>500,000</b>	<b>100,000</b>	<b>0</b>	<b>100,000</b>	<b>12,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,000,000</b>
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<b>NEED/EXPLANATION OF PROJECT</b>												
Widen road from 2/3 to 5 lanes.												

APPROVED 2019 CAPITAL BUDGET

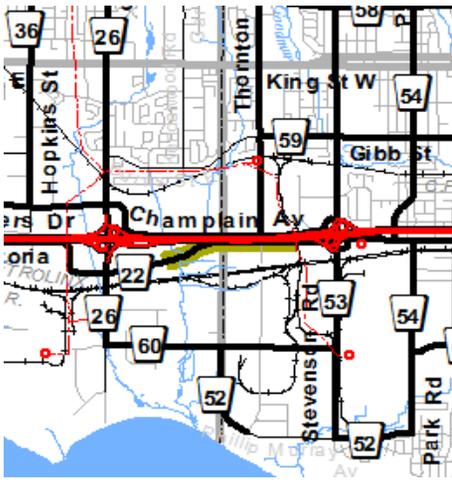
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 46</b>													
Program No. R1911 Reg. Rd. 22 Bayly St. from Westney Rd. to Harwood Ave. Ajax													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment		400,000											400,000
Engineering/Design		400,000											400,000
Property Acquisition				400,000									400,000
Utility Relocation					250,000								250,000
Construction								13,000,000					13,000,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	800,000	0	400,000	250,000	0	13,000,000	0	0	0	0	0	14,450,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES		526,400		263,200	164,500		8,554,000						9,508,100
NEW COMMERCIAL DEV. CHARGES*		60,160		30,080	18,800		977,600						1,086,640
NEW INSTITUTIONAL DEV. CHARGES*				7,520	4,700		244,400						256,620
NEW INDUSTRIAL DEV. CHARGES*				75,200	47,000		2,444,000						2,566,200
GENERAL LEVY													0
ROADS CAPITAL RESERVE		213,440		24,000	15,000		780,000						1,032,440
ROADS REHAB RESERVE FUND													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	800,000	0	400,000	250,000	0	13,000,000	0	0	0	0	0	14,450,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen road from 5 to 7 lanes.													

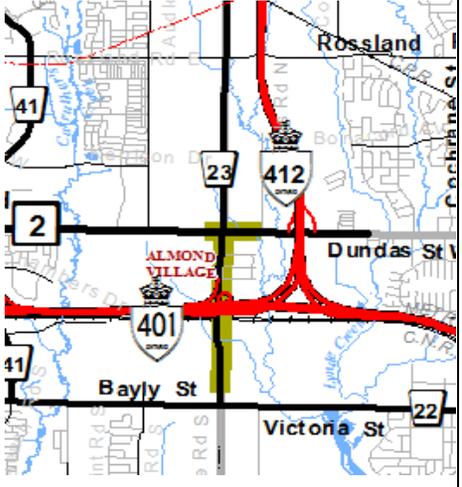
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 49</b>													
Program No. R1102 Reg. Rd. 22 Victoria St. from South Blair St. to west of Thickson Rd.  Whitby 1.6 km													
<b>RELATED PROJECTS</b>													
Associated Works Water Supply - \$1,400,000 Sanitary Sewer - \$1,100,000 Feedermain - \$16,200,000													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	3,960,831												3,960,831
Environmental Assessment													0
Engineering/Design		300,000											300,000
Property Acquisition		50,000											50,000
Utility Relocation		450,000											450,000
Construction		10,700,000											10,700,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	3,960,831	11,500,000	0	0	0	0	0	0	0	0	0	0	15,460,831
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	1,870,004	7,245,000											9,115,004
NEW COMMERCIAL DEV. CHARGES*	295,074	828,000											1,123,074
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE	1,314,895	3,427,000											4,741,895
ROADS REHAB RESERVE FUND	255,394												255,394
OTHER	225,464												225,464
<b>TOTAL ATTRIBUTION</b>	3,960,831	11,500,000	0	0	0	0	0	0	0	0	0	0	15,460,831
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Construct new alignment and widen road to 5 lanes													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 50</b>  Program No. R0803 Reg. Rd. 22 Victoria St./Bloor St. from east of Thickson Rd. to west of Stevenson Rd. 1.8 km Whitby / Oshawa												
<b>RELATED PROJECTS</b>												
Associated Works: Water Supply - \$12,500,000												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	2,750,000											2,750,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition		500,000										500,000
Utility Relocation												0
Construction				9,000,000								9,000,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	<b>2,750,000</b>	<b>500,000</b>	<b>0</b>	<b>9,000,000</b>	<b>0</b>	<b>12,250,000</b>						
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	1,533,590	259,000		4,662,000								6,454,590
NEW COMMERCIAL DEV. CHARGES*	281,340	29,600		532,800								843,740
NEW INSTITUTIONAL DEV. CHARGES*				133,200								133,200
NEW INDUSTRIAL DEV. CHARGES*	132,840			1,332,000								1,464,840
GENERAL LEVY												0
ROADS CAPITAL RESERVE	802,230	211,400		2,340,000								3,353,630
ROADS REHAB RESERVE FUND												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	<b>2,750,000</b>	<b>500,000</b>	<b>0</b>	<b>9,000,000</b>	<b>0</b>	<b>12,250,000</b>						
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Widen road from 2/3 to 4/5 lanes.												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

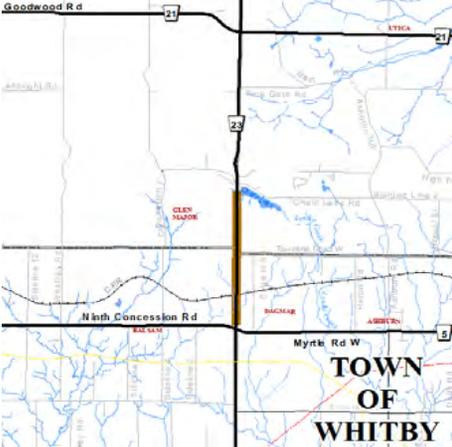
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 54</b>													
Program No. R0207 Reg. Rd. 23 Lake Ridge Rd. from Bayly St. to Kingston Rd. - Dundas St.													
Ajax / Whitby 2.0 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	660,000												660,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition		100,000											100,000
Utility Relocation			100,000										100,000
Construction				3,000,000									3,000,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>660,000</b>	<b>100,000</b>	<b>100,000</b>	<b>3,000,000</b>	<b>0</b>	<b>3,860,000</b>							
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	347,380	51,100	51,100	1,533,000									1,982,580
NEW COMMERCIAL DEV. CHARGES*	74,500	5,840	5,840	175,200									261,380
NEW INSTITUTIONAL DEV. CHARGES*			1,460	43,800									45,260
NEW INDUSTRIAL DEV. CHARGES*	36,180		14,600	438,000									488,780
GENERAL LEVY													0
ROADS CAPITAL RESERVE	201,940	43,060	27,000	810,000									1,082,000
ROADS REHAB RESERVE FUND													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>660,000</b>	<b>100,000</b>	<b>100,000</b>	<b>3,000,000</b>	<b>0</b>	<b>3,860,000</b>							
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen from 2 to 4/5 lanes.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 55</b>  Program No. R1809 Reg. Rd. 23 Lake Ridge Rd. from Kingston Rd. - Dundas St. to Rossland Rd.  Ajax / Whitby 2.0 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
	<b>EXPENDITURES:</b>  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>	300,000          300,000	300,000          300,000	300,000          300,000	400,000          400,000	7,600,000          7,600,000	0          0	0          0	0          0	0          0	0          0	300,000          8,900,000	
	<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER  <b>TOTAL ATTRIBUTION</b>	173,400 25,500 45,900 55,200     300,000	186,900 21,360       300,000	186,900 21,360 5,340 53,400 33,000    300,000	249,200 28,480 7,120 71,200 44,000    400,000	4,734,800 541,120 135,280 1,352,800 836,000    7,600,000	0          0	0          0	0          0	0          0	0          0	0          0	0 5,531,200 637,820 147,740 1,523,300 0 1,059,940 0 0  8,900,000
	* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
	<b>NEED/EXPLANATION OF PROJECT</b>												
	Widen from 2 to 4/5 lanes.												

APPROVED 2019 CAPITAL BUDGET

PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 56</b>													
Program No. R1718 Reg. Rd. 23 Lake Ridge Rd. from north of Reg. Rd. 5 to south of Chalk Lake Rd. Pickering/Whitby/Uxbridge/Scugog 3.7 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	300,000												300,000
Environmental Assessment		200,000											200,000
Engineering/Design													0
Property Acquisition													0
Utility Relocation		100,000											100,000
Construction		50,000	4,250,000										4,300,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>300,000</b>	<b>350,000</b>	<b>4,250,000</b>	<b>0</b>	<b>4,900,000</b>								
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND	300,000	350,000	4,250,000										4,900,000
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>300,000</b>	<b>350,000</b>	<b>4,250,000</b>	<b>0</b>	<b>4,900,000</b>								

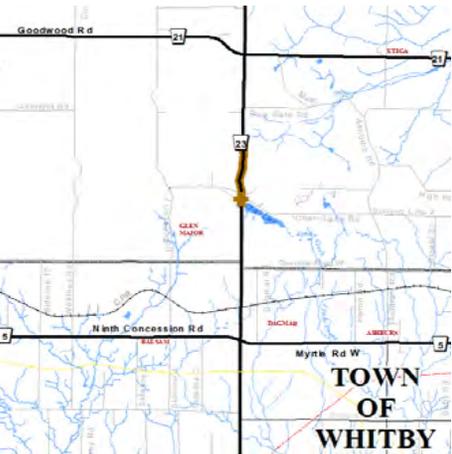
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NEED/EXPLANATION OF PROJECT

Road rehabilitation.

APPROVED 2019 CAPITAL BUDGET

PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 57</b>													
Program No. R1618 Reg. Rd. 23 Lake Ridge Rd. from Chalk Lake Rd. to 1.5km north of Chalk Lake Rd. Scugog/Uxbridge 1.5 km													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	450,000												450,000
Environmental Assessment		100,000											100,000
Engineering/Design													0
Property Acquisition													0
Utility Relocation		50,000											50,000
Construction			3,100,000										3,100,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	450,000	150,000	3,100,000	0	0	0	0	0	0	0	0	0	3,700,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND	450,000	150,000	3,100,000										3,700,000
OTHER													0
<b>TOTAL ATTRIBUTION</b>	450,000	150,000	3,100,000	0	0	0	0	0	0	0	0	0	3,700,000

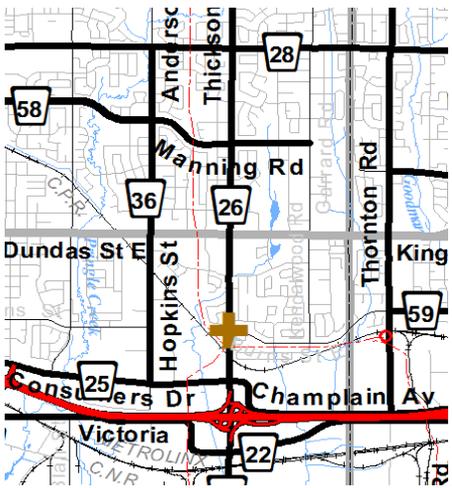
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NEED/EXPLANATION OF PROJECT

Road rehabilitation including intersection modifications at Chalk Lake Rd.

APPROVED 2019 CAPITAL BUDGET

PROJECT DETAIL

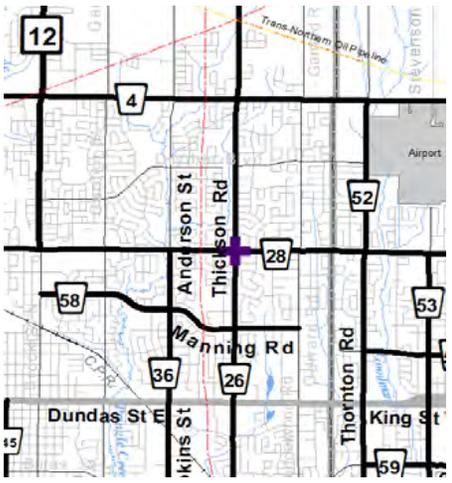
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 60</b>													
Program No. R1810 Reg. Rd. 26 Thickson Rd. / Burns St. Intersection Whitby													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	50,000												50,000
Environmental Assessment													0
Engineering/Design		100,000											100,000
Property Acquisition													0
Utility Relocation		50,000											50,000
Construction			800,000										800,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>50,000</b>	<b>150,000</b>	<b>800,000</b>	<b>0</b>	<b>1,000,000</b>								
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	30,600	94,500	504,000										629,100
NEW COMMERCIAL DEV. CHARGES*	4,500	10,800	57,600										72,900
NEW INSTITUTIONAL DEV. CHARGES*			14,400										14,400
NEW INDUSTRIAL DEV. CHARGES*	8,100		144,000										152,100
GENERAL LEVY													0
ROADS CAPITAL RESERVE	6,800	44,700	80,000										131,500
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>50,000</b>	<b>150,000</b>	<b>800,000</b>	<b>0</b>	<b>1,000,000</b>								
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													

NEED/EXPLANATION OF PROJECT

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

APPROVED 2019 CAPITAL BUDGET

PROJECT DETAIL

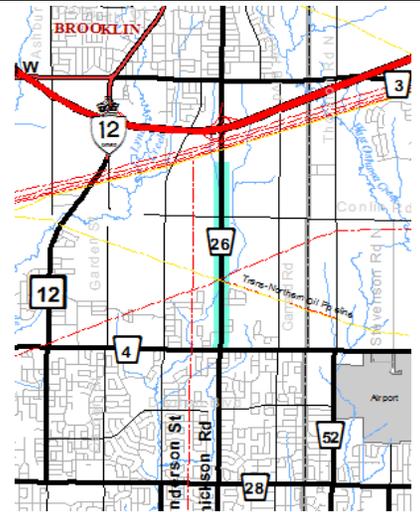
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 61</b>												
Program No. R1912 Reg. Rd. 26 Thickson Rd. / Rossland Rd. Intersection Whitby												
<b>RELATED PROJECTS</b>												
Associated Works:												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations												0
Environmental Assessment												0
Engineering/Design		300,000										300,000
Property Acquisition			100,000									100,000
Utility Relocation				150,000								150,000
Construction					3,500,000							3,500,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	0	300,000	100,000	150,000	3,500,000	0	0	0	0	0	0	4,050,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES		189,000	63,000	94,500	2,205,000							2,551,500
NEW COMMERCIAL DEV. CHARGES*		21,600	7,200	10,800	252,000							291,600
NEW INSTITUTIONAL DEV. CHARGES*			1,800	2,700	63,000							67,500
NEW INDUSTRIAL DEV. CHARGES*			18,000	27,000	630,000							675,000
GENERAL LEVY												0
ROADS CAPITAL RESERVE		89,400	10,000	15,000	350,000							464,400
OTHER												0
<b>TOTAL ATTRIBUTION</b>	0	300,000	100,000	150,000	3,500,000	0	0	0	0	0	0	4,050,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>												

NEED/EXPLANATION OF PROJECT

Reconstruct and modify intersection.

APPROVED 2019 CAPITAL BUDGET

PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 62</b>												
Program No. R1913 Reg. Rd. 26 Thickson Rd. from Taunton Rd. to Hwy 407 Whitby 4.2 km												
<b>RELATED PROJECTS</b>												
Associated Works:												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations												0
Environmental Assessment		500,000										500,000
Engineering/Design		500,000										500,000
Property Acquisition			500,000									500,000
Utility Relocation				1,000,000								1,000,000
Construction						18,800,000						18,800,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	0	1,000,000	0	500,000	1,000,000	0	18,800,000	0	0	0	0	21,300,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES		637,000		318,500	637,000		11,975,600					13,568,100
NEW COMMERCIAL DEV. CHARGES*		72,800		36,400	72,800		1,368,640					1,550,640
NEW INSTITUTIONAL DEV. CHARGES*				9,100	18,200		342,160					369,460
NEW INDUSTRIAL DEV. CHARGES*				91,000	182,000		3,421,600					3,694,600
GENERAL LEVY												0
ROADS CAPITAL RESERVE		290,200		45,000	90,000		1,692,000					2,117,200
OTHER												0
<b>TOTAL ATTRIBUTION</b>	0	1,000,000	0	500,000	1,000,000	0	18,800,000	0	0	0	0	21,300,000

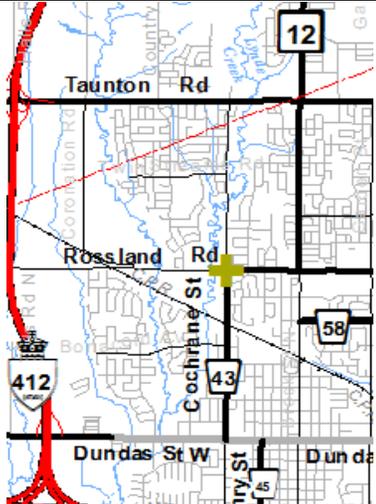
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NEED/EXPLANATION OF PROJECT

Widen road to 4/5 lanes.

APPROVED 2019 CAPITAL BUDGET

PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 65</b>													
Program No. R1914 Reg. Rd. 28 Rossland Rd. / Cochrane St. Intersection Whitby													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment													0
Engineering/Design		250,000											250,000
Property Acquisition													0
Utility Relocation			50,000										50,000
Construction				750,000									750,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	250,000	50,000	750,000	0	0	0	0	0	0	0	0	1,050,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES		157,500	31,500	472,500									661,500
NEW COMMERCIAL DEV. CHARGES*		18,000	3,600	54,000									75,600
NEW INSTITUTIONAL DEV. CHARGES*			900	13,500									14,400
NEW INDUSTRIAL DEV. CHARGES*			9,000	135,000									144,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE		74,500	5,000	75,000									154,500
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	250,000	50,000	750,000	0	0	0	0	0	0	0	0	1,050,000

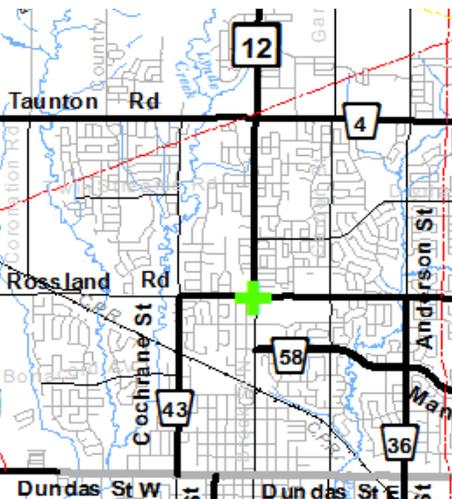
\* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial,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

NEED/EXPLANATION OF PROJECT

Intersection modifications.

APPROVED 2019 CAPITAL BUDGET

PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 66</b>													
Program No. R1619 Reg. Rd. 28 Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection Whitby													
<b>RELATED PROJECTS</b>													
Associated Works:													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	1,350,000												1,350,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		5,000,000											5,000,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	1,350,000	5,000,000	0	0	0	0	0	0	0	0	0	0	6,350,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	798,660	3,150,000											3,948,660
NEW COMMERCIAL DEV. CHARGES*	117,450	360,000											477,450
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*	42,282												42,282
GENERAL LEVY													0
ROADS CAPITAL RESERVE	391,608	1,490,000											1,881,608
OTHER													0
<b>TOTAL ATTRIBUTION</b>	1,350,000	5,000,000	0	0	0	0	0	0	0	0	0	0	6,350,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													

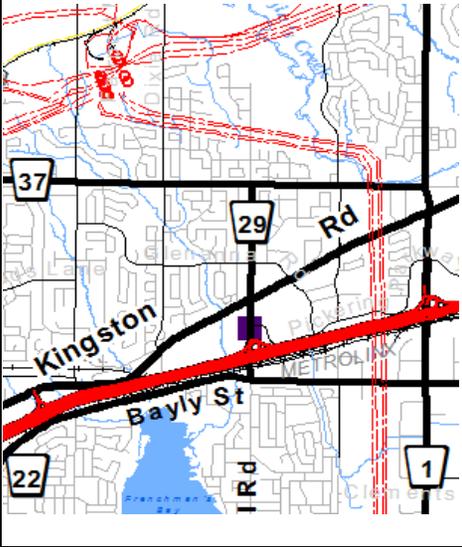
NEED/EXPLANATION OF PROJECT

Intersection modifications.

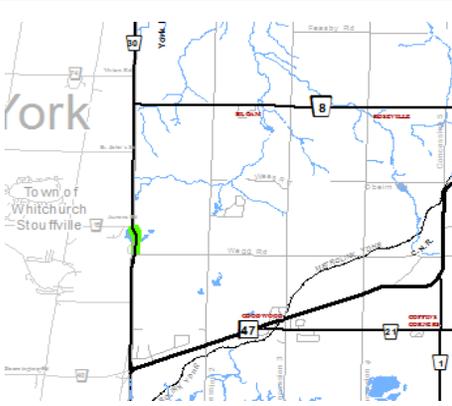
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 68</b>												
Program No. R1811 Reg. Rd. 28 Rossland Rd. from Ritson Rd. to Harmony Rd.  Oshawa 1.7 KM												
<b>RELATED PROJECTS</b>												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	500,000											500,000
Environmental Assessment												0
Engineering/Design		500,000										500,000
Property Acquisition			100,000									100,000
Utility Relocation					300,000							300,000
Construction						11,500,000						11,500,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	500,000	500,000	100,000	0	300,000	11,500,000	0	0	0	0	0	12,900,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	326,400	332,500	66,500		199,500	7,647,500						8,572,400
NEW COMMERCIAL DEV. CHARGES*	48,000	38,000	7,600		22,800	874,000						990,400
NEW INSTITUTIONAL DEV. CHARGES*			1,900		5,700	218,500						226,100
NEW INDUSTRIAL DEV. CHARGES*	86,400		19,000		57,000	2,185,000						2,347,400
GENERAL LEVY												0
ROADS CAPITAL RESERVE	39,200	129,500	5,000		15,000	575,000						763,700
ROADS REHAB RESERVE FUND												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	500,000	500,000	100,000	0	300,000	11,500,000	0	0	0	0	0	12,900,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Widen road to 5 lanes, including structure widening.												

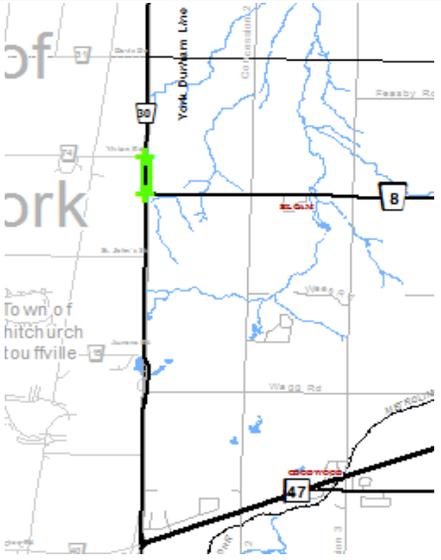
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 70</b>												
Program No. R1817 Reg. Rd. 29 Liverpool Rd. from Highway 401 to Kingston Rd.												
Pickering 0.4 KM												
<b>RELATED PROJECTS</b>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	300,000											300,000
Environmental Assessment												0
Engineering/Design		300,000										300,000
Property Acquisition			100,000									100,000
Utility Relocation				200,000								200,000
Construction					2,500,000							2,500,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	<b>300,000</b>	<b>300,000</b>	<b>100,000</b>	<b>200,000</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,400,000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	191,760	195,300	65,100	130,200	1,627,500							2,209,860
NEW COMMERCIAL DEV. CHARGES*	28,200	22,320	7,440	14,880	186,000							258,840
NEW INSTITUTIONAL DEV. CHARGES*			1,860	3,720	46,500							52,080
NEW INDUSTRIAL DEV. CHARGES*	50,760		18,600	37,200	465,000							571,560
GENERAL LEVY												0
ROADS CAPITAL RESERVE	29,280	82,380	7,000	14,000	175,000							307,660
ROADS REHAB RESERVE FUND												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	<b>300,000</b>	<b>300,000</b>	<b>100,000</b>	<b>200,000</b>	<b>2,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,400,000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Widen from 5 to 6 lanes.												

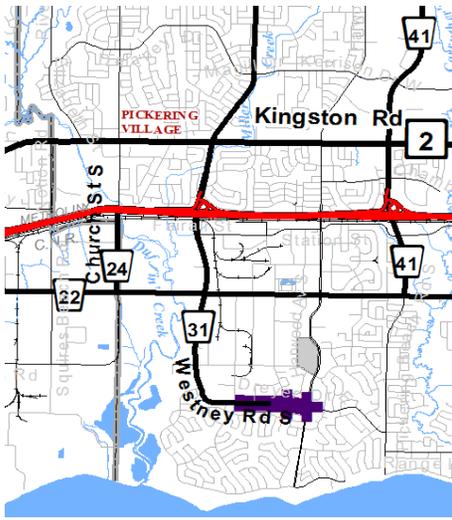
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 71</b>  Program No. R1818 Reg. Rd. 30 York Durham Line from Wagg Rd. to Aurora Rd.  Uxbridge 0.8 KM													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	100,000												100,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		800,000											800,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	100,000	800,000	0	0	0	0	0	0	0	0	0	0	900,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND	100,000	800,000											900,000
OTHER													0
<b>TOTAL ATTRIBUTION</b>	100,000	800,000	0	0	0	0	0	0	0	0	0	0	900,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation including slope stabilization.													

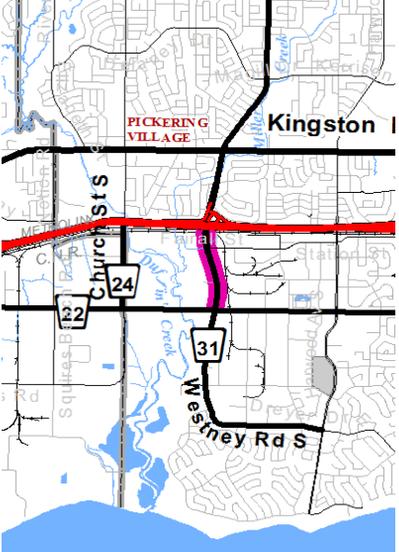
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 72</b>												
Program No. R1525 Reg. Rd. 30 York Durham Line from Reg. Rd. 8 to Vivian Rd.  Uxbridge 1.2 KM												
<b>RELATED PROJECTS</b>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	550,000											550,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction		4,000,000										4,000,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	550,000	4,000,000	0	0	0	0	0	0	0	0	0	4,550,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES		252,000										252,000
NEW COMMERCIAL DEV. CHARGES*		28,800										28,800
NEW INSTITUTIONAL DEV. CHARGES*		54,000										54,000
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
ROADS CAPITAL RESERVE		65,200										65,200
ROADS REHAB RESERVE FUND	550,000	3,600,000										4,150,000
OTHER												0
<b>TOTAL ATTRIBUTION</b>	550,000	4,000,000	0	0	0	0	0	0	0	0	0	4,550,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Road rehabilitation including intersection modifications at Region Rd. 8 and at Vivian Rd.												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 73</b>													
Program No. R1915 Reg. Rd. 31 Westney Rd. from Finley Ave. to Harwood Ave.													
Ajax 0.95 KM													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment													0
Engineering/Design		500,000											500,000
Property Acquisition			100,000										100,000
Utility Relocation				300,000									300,000
Construction					4,800,000								4,800,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	500,000	100,000	300,000	4,800,000	0	0	0	0	0	0	0	5,700,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES		315,000	63,000	189,000	1,449,000								2,016,000
NEW COMMERCIAL DEV. CHARGES*		36,000	7,200	21,600	165,600								230,400
NEW INSTITUTIONAL DEV. CHARGES*			1,800	5,400	41,400								48,600
NEW INDUSTRIAL DEV. CHARGES*		90,000	18,000	54,000	414,000								576,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE		59,000	10,000	30,000	230,000								329,000
ROADS REHAB RESERVE FUND					2,500,000								2,500,000
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	500,000	100,000	300,000	4,800,000	0	0	0	0	0	0	0	5,700,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation including intersection modifications at Finley Ave., Monarch Ave., and Harwood Ave.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 74</b>													
Program No. R1916 Reg. Rd. 31 Westney Rd. from Bayly St. to Hwy 401													
Ajax 1.0 KM													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment		300,000											300,000
Engineering/Design					200,000								200,000
Property Acquisition						300,000							300,000
Utility Relocation							300,000						300,000
Construction								6,700,000					6,700,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	300,000	0	0	200,000	300,000	300,000	6,700,000	0	0	0	0	7,800,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES		193,200			128,800	193,200	193,200	4,314,800					5,023,200
NEW COMMERCIAL DEV. CHARGES*		22,080			14,720	22,080	22,080	493,120					574,080
NEW INSTITUTIONAL DEV. CHARGES*					3,680	5,520	5,520	123,280					138,000
NEW INDUSTRIAL DEV. CHARGES*					36,800	55,200	55,200	1,232,800					1,380,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE		84,720			16,000	24,000	24,000	536,000					684,720
ROADS REHAB RESERVE FUND													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	300,000	0	0	200,000	300,000	300,000	6,700,000	0	0	0	0	7,800,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen from 5 to 7 lanes													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 75</b>												
Program No. R1917 Reg. Rd. 31 Westney Rd. from Hwy 401 to south of Kingston Rd.  Ajax 0.9 KM												
<b>RELATED PROJECTS</b>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations												0
Environmental Assessment		400,000										400,000
Engineering/Design			300,000									300,000
Property Acquisition				300,000								300,000
Utility Relocation					350,000							350,000
Construction		900,000				4,600,000						5,500,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	0	1,300,000	300,000	300,000	350,000	4,600,000	0	0	0	0	0	6,850,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES		828,100	191,100	191,100	222,950	2,930,200						4,363,450
NEW COMMERCIAL DEV. CHARGES*		94,640	21,840	21,840	25,480	334,880						498,680
NEW INSTITUTIONAL DEV. CHARGES*			5,460	5,460	6,370	83,720						101,010
NEW INDUSTRIAL DEV. CHARGES*		236,600	54,600	54,600	63,700	837,200						1,246,700
GENERAL LEVY												0
ROADS CAPITAL RESERVE		140,660	27,000	27,000	31,500	414,000						640,160
ROADS REHAB RESERVE FUND												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	0	1,300,000	300,000	300,000	350,000	4,600,000	0	0	0	0	0	6,850,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
PH I: 2019 noise barrier PH II: 2023 Widen from 5 to 7 lanes, including structure widening and intersection modifications at Ritchie Ave.												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 76</b>													
Program No. R1621 Reg. Rd. 31 Westney Rd. from north of Rossland Rd. to Taunton Rd.													
Ajax 2.0 KM													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	1,500,000												1,500,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation		150,000											150,000
Construction			11,300,000										11,300,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	1,500,000	150,000	11,300,000	0	0	0	0	0	0	0	0	0	12,950,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	979,200	101,850	7,672,700										8,753,750
NEW COMMERCIAL DEV. CHARGES*	144,000	11,640	876,880										1,032,520
NEW INSTITUTIONAL DEV. CHARGES*			219,220										219,220
NEW INDUSTRIAL DEV. CHARGES*	51,840	29,100	2,192,200										2,273,140
GENERAL LEVY													0
ROADS CAPITAL RESERVE	324,960	7,410	339,000										671,370
ROADS REHAB RESERVE FUND													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	1,500,000	150,000	11,300,000	0	0	0	0	0	0	0	0	0	12,950,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Widen road to 4 lanes.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 78</b>  Program No. R1723 Reg. Rd. 33 Harmony Rd. from north of Coldstream Dr. to south of Conlin Rd.  Oshawa 1.0 km												
<b>RELATED PROJECTS</b>												
Associated Works: Water Supply - \$25,000 (2012), \$1,000,000 (2013) Sanitary Sewer - \$25,000 (2012), \$100,000 (2013)												
	<b>EXPENDITURES:</b>  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other	500,000           5,400,000										500,000           5,400,000
	<b>TOTAL EXPENDITURES</b>	500,000	5,400,000	0	0	0	0	0	0	0	0	0
<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE OTHER	282,200 41,500     176,300	3,477,600 397,440   993,600 531,360										0 3,759,800 438,940 0 993,600 0 707,660 0
<b>TOTAL ATTRIBUTION</b>	500,000	5,400,000	0	0	0	0	0	0	0	0	0	5,900,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Widen from 2/3 to 5 lanes from north of Coldstream Dr. to south of Conlin Rd.												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION
<p><b>BUDGET ITEM NO. 86</b></p> <p>Program No. R1719 Reg. Rd. 43 Cochrane St. from Ferguson St. to 0.4 km north of Vernon St. Whitby 1.2 KM</p>
RELATED PROJECTS
<p>Associated Works Water Supply - \$935,000 Sanitary Sewer - \$690,000</p>

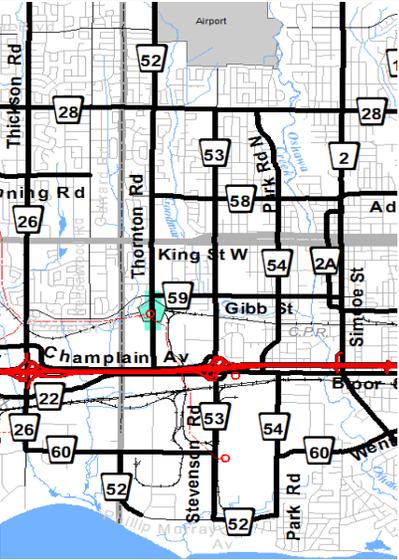
BUDGET PROVISION AND COST ATTRIBUTION												
EXPENDITURES:	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
Total Prior Budget Allocations	450,000											450,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation		200,000										200,000
Construction				3,500,000								3,500,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	450,000	200,000	0	3,500,000	0	0	0	0	0	0	0	4,150,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND	450,000	200,000		3,500,000								4,150,000
OTHER												0
<b>TOTAL ATTRIBUTION</b>	450,000	200,000	0	3,500,000	0	0	0	0	0	0	0	4,150,000

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

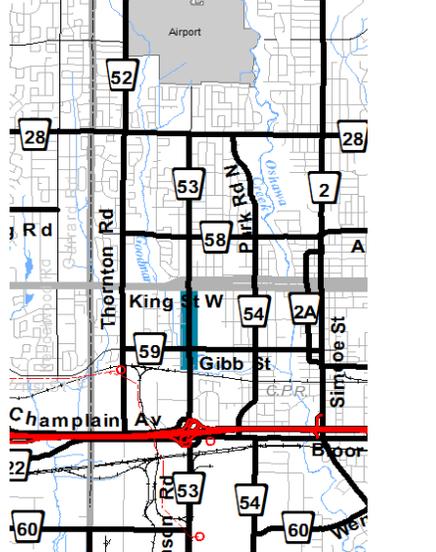
**NEED/EXPLANATION OF PROJECT**

Road rehabilitation/reconstruction.

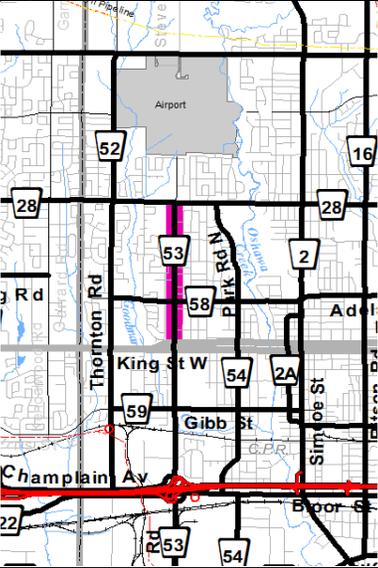
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 87</b>  Program No. R1918 Reg. Rd. 52 Thornton Rd. from north of Stellar Dr. to King St.  Oshawa 1.6 km												
<b>RELATED PROJECTS</b>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations												0
Environmental Assessment		500,000										500,000
Engineering/Design			500,000									500,000
Property Acquisition				300,000								300,000
Utility Relocation					500,000							500,000
Construction								8,000,000				8,000,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	0	500,000	500,000	300,000	500,000	0	8,000,000	0	0	0	0	9,800,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES		304,500	304,500	182,700	304,500		4,872,000					5,968,200
NEW COMMERCIAL DEV. CHARGES*		34,800	34,800	20,880	34,800		556,800					682,080
NEW INSTITUTIONAL DEV. CHARGES*			8,700	5,220	8,700		139,200					161,820
NEW INDUSTRIAL DEV. CHARGES*		87,000	87,000	52,200	87,000		1,392,000					1,705,200
GENERAL LEVY												0
ROADS CAPITAL RESERVE		73,700	65,000	39,000	65,000		1,040,000					1,282,700
ROADS REHAB RESERVE FUND												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	0	500,000	500,000	300,000	500,000	0	8,000,000	0	0	0	0	9,800,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Widen from 2 to 4/5 lanes, with new CPR grade separation.												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
<p><b>BUDGET ITEM NO. 89</b></p> <p>Program No. R1819 Reg. Rd. 53 Stevenson Rd. from CPR Belleville to Bond St.</p> <p>Oshawa 1.2 km</p>	<p><b>EXPENDITURES:</b></p>	<p><b>BUDGET PRIOR TO 2019</b></p>	<p><b>2019 CAPITAL BUDGET</b></p>	<p><b>Nine Year Forecast</b></p>								<p><b>TOTAL</b></p>	
<p><b>RELATED PROJECTS</b></p> <p>Associated Works Water Supply - \$1,250,000 (Hwy 401 - Bond St.)</p>		2019	BUDGET	2020	2021	2022	2023	2024	2025	2026	2027		2028
	<p>Total Prior Budget Allocations 400,000</p> <p>Environmental Assessment</p> <p>Engineering/Design 500,000</p> <p>Property Acquisition 200,000</p> <p>Utility Relocation 400,000</p> <p>Construction 7,300,000</p> <p>Contingency 0</p> <p>Other 0</p> <p><b>TOTAL EXPENDITURES</b> 400,000 500,000 200,000 0 400,000 7,300,000 0 0 0 0 0 8,800,000</p>												
	<p><b>ATTRIBUTION:</b></p> <p>SUBSIDY/GRANTS 0</p> <p>NEW RESIDENTIAL DEV. CHARGES 250,240 329,000 131,600 263,200 4,803,400 5,777,440</p> <p>NEW COMMERCIAL DEV. CHARGES* 36,800 37,600 15,040 30,080 548,960 668,480</p> <p>NEW INSTITUTIONAL DEV. CHARGES* 3,760 7,520 137,240 148,520</p> <p>NEW INDUSTRIAL DEV. CHARGES* 94,000 37,600 75,200 1,372,400 1,579,200</p> <p>GENERAL LEVY 0</p> <p>ROADS CAPITAL RESERVE 112,960 39,400 12,000 24,000 438,000 626,360</p> <p>ROADS REHAB RESERVE FUND 0</p> <p>OTHER 0</p> <p><b>TOTAL ATTRIBUTION</b> 400,000 500,000 200,000 0 400,000 7,300,000 0 0 0 0 0 8,800,000</p>												
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<p><b>NEED/EXPLANATION OF PROJECT</b></p>													
<p>Widen road from 4 to 5 lanes.</p>													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

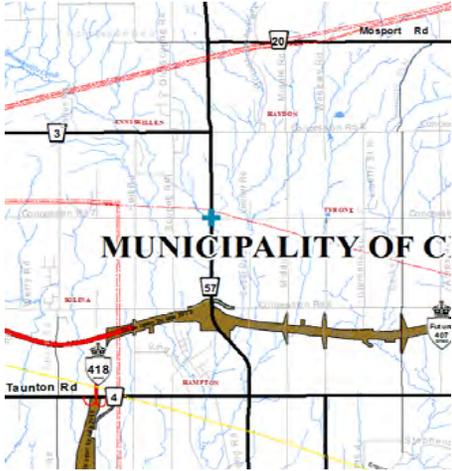
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
<p><b>BUDGET ITEM NO. 90</b></p> <p>Program No. R1820 Reg. Rd. 53 Stevenson Rd. from Bond St. to Rossland Rd.</p> <p>Oshawa 2.0 km</p>	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
<p><b>RELATED PROJECTS</b></p> <p>Associated Works Water Supply - \$1,380,000 Sanitary Sewer - \$1,380,000</p>	2020	2021	2022	2023	2024	2025	2026	2027	2028			
	<p>Total Prior Budget Allocations 300,000</p> <p>Environmental Assessment</p> <p>Engineering/Design 500,000</p> <p>Property Acquisition</p> <p>Utility Relocation</p> <p>Construction</p> <p>Contingency</p> <p>Other</p> <p><b>TOTAL EXPENDITURES</b> 300,000</p>	<p>500,000</p> <p>100,000</p> <p>400,000</p> <p>13,000,000</p> <p>0</p> <p>0</p> <p>100,000</p> <p>400,000</p> <p>0</p> <p>0</p> <p>100,000</p> <p>500,000</p>	<p>0</p>	<p>0</p>	<p>100,000</p>	<p>400,000</p>	<p>0</p>	<p>13,000,000</p>	<p>0</p>	<p>0</p>	<p>14,300,000</p>	
	<p><b>ATTRIBUTION:</b></p> <p>SUBSIDY/GRANTS</p> <p>NEW RESIDENTIAL DEV. CHARGES 132,600</p> <p>NEW COMMERCIAL DEV. CHARGES* 19,500</p> <p>NEW INSTITUTIONAL DEV. CHARGES*</p> <p>NEW INDUSTRIAL DEV. CHARGES*</p> <p>GENERAL LEVY</p> <p>ROADS CAPITAL RESERVE 147,900</p> <p>ROADS REHAB RESERVE FUND</p> <p>OTHER</p> <p><b>TOTAL ATTRIBUTION</b> 300,000</p>	<p>196,000</p> <p>22,400</p> <p></p> <p></p> <p></p> <p>281,600</p> <p></p> <p></p> <p>500,000</p>	<p>0</p>	<p>0</p>	<p>39,200</p> <p>4,480</p> <p>1,120</p> <p>11,200</p> <p></p> <p>44,000</p> <p></p> <p>100,000</p>	<p>156,800</p> <p>17,920</p> <p>4,480</p> <p>44,800</p> <p></p> <p>176,000</p> <p></p> <p>400,000</p>	<p>0</p>	<p>5,096,000</p> <p>582,400</p> <p>145,600</p> <p>1,456,000</p> <p></p> <p>5,720,000</p> <p></p> <p>13,000,000</p>	<p>0</p>	<p>0</p>	<p>0</p> <p>5,620,600</p> <p>646,700</p> <p>151,200</p> <p>1,512,000</p> <p>0</p> <p>6,369,500</p> <p>0</p> <p>0</p> <p>14,300,000</p>	
	<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>											
<b>NEED/EXPLANATION OF PROJECT</b>												
<p>Widen road from 3/4 to 5 lanes.</p>												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 91</b>  Program No. R1821 Reg. Rd. 55 Townline Rd. from Beatrice Rd. to Taunton Rd.  Oshawa/Clarington 0.9 KM												
<b>RELATED PROJECTS</b>												
Associated Works												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	100,000											100,000
Environmental Assessment		50,000										50,000
Engineering/Design		50,000										50,000
Property Acquisition		50,000										50,000
Utility Relocation		100,000										100,000
Construction			1,400,000									1,400,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	100,000	250,000	1,400,000	0	0	0	0	0	0	0	0	1,750,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES		152,250	852,600									1,004,850
NEW COMMERCIAL DEV. CHARGES*		17,400	97,440									114,840
NEW INSTITUTIONAL DEV. CHARGES*			24,360									24,360
NEW INDUSTRIAL DEV. CHARGES*			243,600									243,600
GENERAL LEVY												0
ROADS CAPITAL RESERVE		80,350	182,000									262,350
ROADS REHAB RESERVE FUND	100,000											100,000
OTHER												0
<b>TOTAL ATTRIBUTION</b>	100,000	250,000	1,400,000	0	0	0	0	0	0	0	0	1,750,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Widen and urbanize road from 2 to 3 lanes from Whitelaw Ave to Taunton Road and storm sewer from Beatrice Street to Taunton Road												



APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 97</b>												
Program No. R1919 Reg. Rd. 57 Bowmanville Ave. / Concession 7 Intersection  Clarington												
<b>RELATED PROJECTS</b>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations												0
Environmental Assessment		50,000										50,000
Engineering/Design			200,000									200,000
Property Acquisition				100,000								100,000
Utility Relocation					100,000							100,000
Construction						1,700,000						1,700,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	0	50,000	200,000	100,000	100,000	1,700,000	0	0	0	0	0	2,150,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES		31,500	126,000	63,000	63,000	1,071,000						1,354,500
NEW COMMERCIAL DEV. CHARGES*		3,600	14,400	7,200	7,200	122,400						154,800
NEW INSTITUTIONAL DEV. CHARGES*			3,600	1,800	1,800	30,600						37,800
NEW INDUSTRIAL DEV. CHARGES*		9,000	36,000	18,000	18,000	306,000						387,000
GENERAL LEVY												0
ROADS CAPITAL RESERVE		5,900	20,000	10,000	10,000	170,000						215,900
ROADS REHAB RESERVE FUND												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	0	50,000	200,000	100,000	100,000	1,700,000	0	0	0	0	0	2,150,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Intersection modifications.												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 98</b>  Program No. R1920 Reg. Rd. 57 Bowmanville Ave. from north of Concession 7 to south limit of proposed roundabout at Region Road 3  Clarington 1.6 KM													
<b>RELATED PROJECTS</b>													
													
	<b>EXPENDITURES:</b>  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>		1,500,000										
<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND OTHER  <b>TOTAL ATTRIBUTION</b>		1,500,000											1,500,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation.													

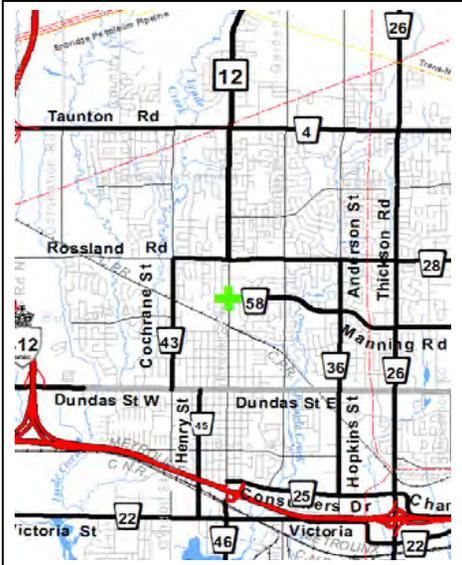
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 99</b>  Program No. R1921 Reg. Rd. 57 Regional Road 57 from Hwy. 7A to urban limit south of Caesarea  Scugog 2.7 KM													
<b>RELATED PROJECTS</b>													
	<b>EXPENDITURES:</b>  Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other  <b>TOTAL EXPENDITURES</b>												
	<b>ATTRIBUTION:</b>  SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY ROADS CAPITAL RESERVE ROADS REHAB RESERVE FUND FEDERAL GAS TAX OTHER  <b>TOTAL ATTRIBUTION</b>												
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Road rehabilitation.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION
<p><b>BUDGET ITEM NO. 100</b></p> <p>Program No. R1523 Reg. Rd. 58 Manning Rd. / Brock St. Intersection Whitby</p>

RELATED PROJECTS

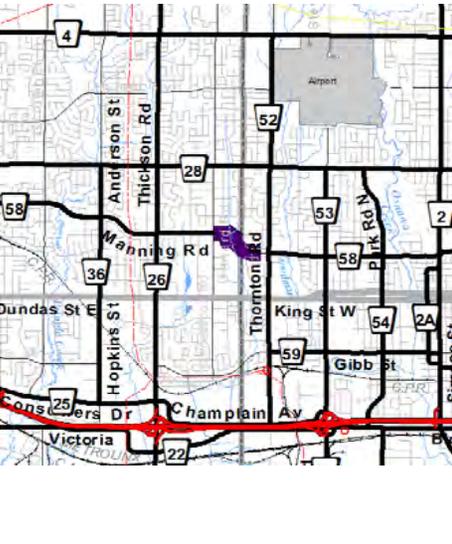


EXPENDITURES:	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
Total Prior Budget Allocations	750,000											750,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition												0
Utility Relocation												0
Construction		2,000,000										2,000,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	<b>750,000</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,750,000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	459,000	1,260,000										1,719,000
NEW COMMERCIAL DEV. CHARGES*	67,500	144,000										211,500
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
ROADS CAPITAL RESERVE	223,500	596,000										819,500
ROADS REHAB RESERVE FUND												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	<b>750,000</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,750,000</b>

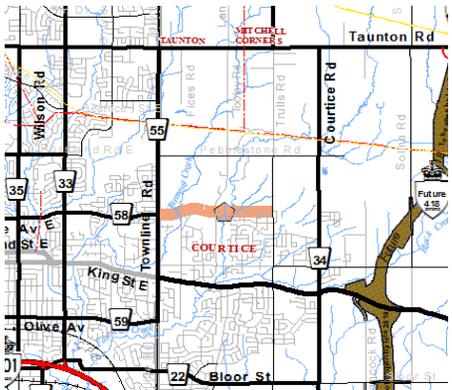
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NEED/EXPLANATION OF PROJECT
Intersection modifications.

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 101</b>												
Program No. R0517 Reg. Rd. 58 Manning Rd. / Adelaide Ave. Interconnection from Garrard Rd. to Thornton Rd. Whitby/Oshawa 0.5km												
<b>RELATED PROJECTS</b>												
Associated Works Water Supply - \$900,000												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	2,260,000											2,260,000
Environmental Assessment												0
Engineering/Design												0
Property Acquisition			6,000,000									6,000,000
Utility Relocation		100,000										100,000
Construction					12,000,000							12,000,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	<b>2,260,000</b>	<b>100,000</b>	<b>6,000,000</b>	<b>0</b>	<b>12,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,360,000</b>
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES	1,457,120	69,300	4,158,000		8,316,000							14,000,420
NEW COMMERCIAL DEV. CHARGES*	261,400	7,920	475,200		950,400							1,694,920
NEW INSTITUTIONAL DEV. CHARGES*			118,800		237,600							356,400
NEW INDUSTRIAL DEV. CHARGES*			1,188,000		2,376,000							3,564,000
GENERAL LEVY												0
ROADS CAPITAL RESERVE	541,480	22,780	60,000		120,000							744,260
ROADS REHAB RESERVE FUND												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	<b>2,260,000</b>	<b>100,000</b>	<b>6,000,000</b>	<b>0</b>	<b>12,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,360,000</b>
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Construct new road to 3 lanes with new crossing of Corbett Creek.												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 102</b>  Program No. R0806 Reg. Rd. 58 Adelaide Ave. from Townline Rd. to Trulls Rd.  Clarington 2.0 km													
<b>RELATED PROJECTS</b>													
Associated Works Sanitary Sewer - \$14,200,000													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	600,000											600,000	
Environmental Assessment												0	
Engineering/Design			500,000									500,000	
Property Acquisition		900,000			2,500,000	2,500,000						5,900,000	
Utility Relocation							250,000					250,000	
Construction									22,000,000			22,000,000	
Contingency												0	
Other												0	
<b>TOTAL EXPENDITURES</b>	<b>600,000</b>	<b>900,000</b>	<b>500,000</b>	<b>0</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>250,000</b>	<b>0</b>	<b>22,000,000</b>	<b>0</b>	<b>0</b>	<b>29,250,000</b>	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	285,480	630,000	350,000		1,750,000	1,750,000	175,000		15,400,000			20,340,480	
NEW COMMERCIAL DEV. CHARGES*	49,140	72,000	40,000		200,000	200,000	20,000		1,760,000			2,341,140	
NEW INSTITUTIONAL DEV. CHARGES*			10,000		50,000	50,000	5,000		440,000			555,000	
NEW INDUSTRIAL DEV. CHARGES*			100,000		500,000	500,000	50,000		4,400,000			5,550,000	
GENERAL LEVY												0	
ROADS CAPITAL RESERVE	265,380	198,000										463,380	
ROADS REHAB RESERVE FUND												0	
OTHER												0	
<b>TOTAL ATTRIBUTION</b>	<b>600,000</b>	<b>900,000</b>	<b>500,000</b>	<b>0</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>250,000</b>	<b>0</b>	<b>22,000,000</b>	<b>0</b>	<b>0</b>	<b>29,250,000</b>	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Construct new bridge crossing of Farewell Creek and construct new 3 lane road.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION
<b>BUDGET ITEM NO. 103</b>  Program No. R0604 Reg. Rd. 59 Gibb St. from east of Stevenson Rd. to Simcoe St. Oshawa 1.4 km
RELATED PROJECTS
Associated Works Water Supply - \$900,000 Sanitary Sewer - \$270,000

EXPENDITURES:	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
			Total Prior Budget Allocations	9,850,000									
Environmental Assessment		400,000										400,000	
Engineering/Design		1,000,000										1,000,000	
Property Acquisition			1,100,000									1,100,000	
Utility Relocation			500,000	9,150,000								9,650,000	
Construction												0	
Contingency												0	
Other												0	
<b>TOTAL EXPENDITURES</b>	<b>9,850,000</b>	<b>1,400,000</b>	<b>1,600,000</b>	<b>9,150,000</b>	<b>0</b>	<b>22,000,000</b>							
ATTRIBUTION:													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	4,262,560	695,800	795,200	4,547,550									10,301,110
NEW COMMERCIAL DEV. CHARGES*	842,840	79,520	90,880	519,720									1,532,960
NEW INSTITUTIONAL DEV. CHARGES*			22,720	129,930									152,650
NEW INDUSTRIAL DEV. CHARGES*	110,700		227,200	1,299,300									1,637,200
GENERAL LEVY													0
ROADS CAPITAL RESERVE	4,383,900	624,680	464,000	2,653,500									8,126,080
ROADS REHAB RESERVE FUND													0
OTHER	250,000												250,000
<b>TOTAL ATTRIBUTION</b>	<b>9,850,000</b>	<b>1,400,000</b>	<b>1,600,000</b>	<b>9,150,000</b>	<b>0</b>	<b>22,000,000</b>							

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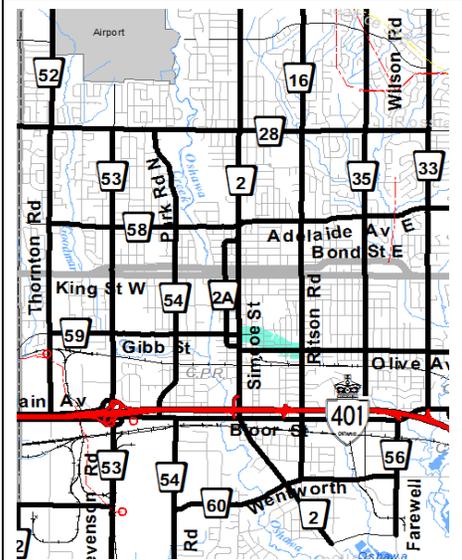
NEED/EXPLANATION OF PROJECT

PH I: 2020 Glazier Medical Centre parking lot reconstruction.  
PH II: 2021 widen road from 3 to 4 lanes.

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION
<b>BUDGET ITEM NO. 104</b>
Program No. R0116 Reg. Rd. 59 Gibb St. / Olive Ave. Interconnection from Simcoe St. to Ritson Rd. Oshawa 1.0 km

RELATED PROJECTS
Associated Works Water Supply - \$175,000 Sanitary Sewer - \$175,000



EXPENDITURES:	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	BUDGET PROVISION AND COST ATTRIBUTION									TOTAL	
			Nine Year Forecast										
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
Total Prior Budget Allocations	6,585,670												6,585,670
Environmental Assessment													0
Engineering/Design					700,000								700,000
Property Acquisition		1,000,000	1,000,000	500,000	550,000								3,050,000
Utility Relocation						950,000							950,000
Construction							9,200,000						9,200,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>6,585,670</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>500,000</b>	<b>1,250,000</b>	<b>950,000</b>	<b>9,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,485,670</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	2,579,566	672,000	672,000	336,000	840,000	638,400	6,182,400						11,920,366
NEW COMMERCIAL DEV. CHARGES*	636,464	76,800	76,800	38,400	96,000	72,960	706,560						1,703,984
NEW INSTITUTIONAL DEV. CHARGES*			19,200	9,600	24,000	18,240	176,640						247,680
NEW INDUSTRIAL DEV. CHARGES*			192,000	96,000	240,000	182,400	1,766,400						2,476,800
GENERAL LEVY													0
ROADS CAPITAL RESERVE	3,369,640	251,200	40,000	20,000	50,000	38,000	368,000						4,136,840
ROADS REHAB RESERVE FUND													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>6,585,670</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>500,000</b>	<b>1,250,000</b>	<b>950,000</b>	<b>9,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,485,670</b>

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

NEED/EXPLANATION OF PROJECT
Construct new road and widen existing from 2/3 to 4/5 lanes.

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	
<b>BUDGET ITEM NO. 105</b>	
Program No. R1823 Reg. Rd. 60 Wentworth St. from Simcoe St. to Farewell St. Oshawa 1.5 km	
RELATED PROJECTS	
Water Supply - \$1,290,000	

BUDGET PROVISION AND COST ATTRIBUTION												
EXPENDITURES:	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
Total Prior Budget Allocations	100,000											100,000
Environmental Assessment		100,000										0
Engineering/Design												100,000
Property Acquisition												0
Utility Relocation												0
Construction			2,036,000									2,036,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	<b>100,000</b>	<b>100,000</b>	<b>2,036,000</b>	<b>0</b>	<b>2,236,000</b>							
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY			2,036,000									2,036,000
ROADS CAPITAL RESERVE												0
ROADS REHAB RESERVE FUND	100,000	100,000										200,000
OTHER												0
<b>TOTAL ATTRIBUTION</b>	<b>100,000</b>	<b>100,000</b>	<b>2,036,000</b>	<b>0</b>	<b>2,236,000</b>							

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NEED/EXPLANATION OF PROJECT

Road rehabilitation/reconstruction.

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 107</b>  Program No. R1922 Reg. Hwy. 2 Regional Highway 2 / Lambs Rd. Intersection  Clarington													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment		50,000											50,000
Engineering/Design			100,000										100,000
Property Acquisition				50,000									50,000
Utility Relocation					100,000								100,000
Construction						1,150,000							1,150,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	50,000	100,000	50,000	100,000	1,150,000	0	0	0	0	0	0	1,450,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES		31,500	63,000	31,500	63,000	724,500							913,500
NEW COMMERCIAL DEV. CHARGES*		3,600	7,200	3,600	7,200	82,800							104,400
NEW INSTITUTIONAL DEV. CHARGES*			1,800	900	1,800	20,700							25,200
NEW INDUSTRIAL DEV. CHARGES*			18,000	9,000	18,000	207,000							252,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE		14,900	10,000	5,000	10,000	115,000							154,900
ROADS REHAB RESERVE FUND													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	50,000	100,000	50,000	100,000	1,150,000	0	0	0	0	0	0	1,450,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Intersection modifications.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 110</b>  Program No. R1826 Reg. Hwy 47 Regional Highway 47 / Concession 6 Intersection  Uxbridge													
<b>RELATED PROJECTS</b>													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	50,000												50,000
Environmental Assessment													0
Engineering/Design		300,000											300,000
Property Acquisition			50,000										50,000
Utility Relocation				100,000									100,000
Construction					1,200,000								1,200,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>50,000</b>	<b>300,000</b>	<b>50,000</b>	<b>100,000</b>	<b>1,200,000</b>	<b>0</b>	<b>1,700,000</b>						
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	30,600	189,000	31,500	63,000	756,000								1,070,100
NEW COMMERCIAL DEV. CHARGES*	4,500	21,600	3,600	7,200	86,400								123,300
NEW INSTITUTIONAL DEV. CHARGES*			900	1,800	21,600								24,300
NEW INDUSTRIAL DEV. CHARGES*			9,000	18,000	216,000								243,000
GENERAL LEVY													0
ROADS CAPITAL RESERVE	14,900	89,400	5,000	10,000	120,000								239,300
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>50,000</b>	<b>300,000</b>	<b>50,000</b>	<b>100,000</b>	<b>1,200,000</b>	<b>0</b>	<b>1,700,000</b>						
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Intersection modifications.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 111</b>													
Program No. M1953 Miscellaneous Road and Storm Sewer Reconstruction Projects													
<b>RELATED PROJECTS</b>													
Clarington: Reg. Hwy 2, Graham Creek slope stabilization													
													
<b>EXPENDITURES:</b>													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	350,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000	
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	350,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	350,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000	
ROADS CAPITAL RESERVE													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	350,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000	
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Clarington: Reg. Hwy 2, Graham Creek slope stabilization.													





APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 114</b>													
Program No. R1999 Road Resurfacing/Rehabilitation Other Locations													
<b>RELATED PROJECTS</b>													
Crack Sealing Program													0
Rejuvenator Sealing Program													0
Additional Location and Engineering Allowance													0
<b>EXPENDITURES:</b>													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	350,000	5,625,000	464,000	16,503,000	31,464,000	40,061,000	37,226,000	42,768,000	37,237,000	33,829,000	43,028,000	288,205,000	
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	350,000	5,625,000	464,000	16,503,000	31,464,000	40,061,000	37,226,000	42,768,000	37,237,000	33,829,000	43,028,000	288,205,000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
ROADS CAPITAL RESERVE													0
ROADS REHAB RESERVE FUND	350,000	5,625,000	464,000	16,503,000	31,464,000	40,061,000	37,226,000	42,768,000	37,237,000	33,829,000	43,028,000	288,205,000	
OTHER													0
<b>TOTAL ATTRIBUTION</b>	350,000	5,625,000	464,000	16,503,000	31,464,000	40,061,000	37,226,000	42,768,000	37,237,000	33,829,000	43,028,000	288,205,000	
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 115</b>													
Program No. M1954 Bridge and Pavement Management Program													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>2,500,000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	153,000	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	157,500	1,575,000
NEW COMMERCIAL DEV. CHARGES*	22,500	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	180,000
NEW INSTITUTIONAL DEV. CHARGES*			4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	40,500
NEW INDUSTRIAL DEV. CHARGES*			45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	405,000
GENERAL LEVY	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
ROADS CAPITAL RESERVE	49,500	49,500											49,500
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>2,500,000</b>
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for annual inventory updates and needs analysis(Structures portion to include biennial OSIM inspections, enhanced inspections, structural support services)													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 116</b>													
Program No. M1921 Signal Installation Program													
<b>SUB-PROGRAMS</b>													
<u>New Signal Installations/Rebuilds:</u> \$1,000 Design and construction of new traffic signals and rebuilds - locations TBD from signal warrant program													
<u>Other Signal Installation Program Activities:</u> \$700 Miscellaneous Engineering Street Lighting Installations Flashing Beacon Installations Signal Modifications Req'd by Unbudgeted Work Signal Relocations Req'd by Utility Work Sidewalk and Surface Restorations													
<b>EXPENDITURES:</b>													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	1,600,000	1,700,000	1,700,000	1,700,000	1,700,000	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000	17,330,000	
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	1,600,000	1,700,000	1,700,000	1,700,000	1,700,000	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000	17,330,000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	979,200	1,071,000	1,071,000	1,071,000	1,071,000	1,105,650	1,105,650	1,105,650	1,105,650	1,105,650	1,105,650	10,917,900	
NEW COMMERCIAL DEV. CHARGES*	144,000	122,400	122,400	122,400	122,400	126,360	126,360	126,360	126,360	126,360	126,360	1,247,760	
NEW INSTITUTIONAL DEV. CHARGES*			30,600	30,600	30,600	31,590	31,590	31,590	31,590	31,590	31,590	281,340	
NEW INDUSTRIAL DEV. CHARGES*			306,000	306,000	306,000	315,900	315,900	315,900	315,900	315,900	315,900	2,813,400	
GENERAL LEVY	160,000												0
ROADS CAPITAL RESERVE	316,800	506,600	170,000	170,000	170,000	175,500	175,500	175,500	175,500	175,500	175,500	2,069,600	
OTHER													0
<b>TOTAL ATTRIBUTION</b>	1,600,000	1,700,000	1,700,000	1,700,000	1,700,000	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000	17,330,000	
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
New traffic signals, rebuilds and underground infrastructure modifications.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 117</b>													
Program No. M1922 Signal Modernization Program													
<b>SUB-PROGRAMS</b>													
<u>Operational Modifications</u>													
- Controller Replacements													0
- Advance Phasing Requests													0
- Pedestrian Button Replacement													0
- Countdown Pedestrian Signal													0
- Miscellaneous													0
<b>TOTAL EXPENDITURES</b>	1,270,000	1,220,000	1,430,000	1,355,000	1,255,000	1,205,000	1,205,000	1,255,000	1,255,000	1,205,000	1,005,000	12,390,000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	1,270,000	1,220,000	1,430,000	1,355,000	1,255,000	1,205,000	1,205,000	1,255,000	1,255,000	1,205,000	1,005,000	12,390,000	
ROADS CAPITAL RESERVE													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	1,270,000	1,220,000	1,430,000	1,355,000	1,255,000	1,205,000	1,205,000	1,255,000	1,255,000	1,205,000	1,005,000	12,390,000	
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Operational modifications and life-cycle upgrades.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 118</b>													
Program No. T1946 Accessible Pedestrian Signal (APS) Installation Program													
<b>SUB-PROGRAMS</b>													
Modifications at 5-8 traffic signal locations to improve accessibility along exterior paths of travel	500,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	8,250,000
<b>TOTAL EXPENDITURES</b>	500,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	8,250,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	500,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	8,250,000
ROADS CAPITAL RESERVE													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	500,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	8,250,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
<p>Audible buttons and infrastructure modifications to conform with AODA. The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) became Ontario legislation with the goal of creating standards to improve accessibility across the province. The Act was passed into law to ensure a barrier free Ontario by 2025. The Accessible Customer Service Standard (ACCS) details specific requirements for all service providers who must deliver their service in a way that preserves the dignity and independence of people with disabilities.</p>													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 119</b>													
Program No. T1941 Advance Traffic Management Systems (ATMS) Upgrades													
<b>SUB-PROGRAMS</b>													
Upgrade ATMS Hardware and Software													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	100,000	100,000	1,060,000	100,000	100,000	150,000	100,000	230,000	100,000	140,000	100,000	2,180,000	
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>100,000</b>	<b>100,000</b>	<b>1,060,000</b>	<b>100,000</b>	<b>100,000</b>	<b>150,000</b>	<b>100,000</b>	<b>230,000</b>	<b>100,000</b>	<b>140,000</b>	<b>100,000</b>	<b>2,180,000</b>	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	100,000	100,000	1,060,000	100,000	100,000	150,000	100,000	230,000	100,000	140,000	100,000	2,180,000	
ROADS CAPITAL RESERVE													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>100,000</b>	<b>100,000</b>	<b>1,060,000</b>	<b>100,000</b>	<b>100,000</b>	<b>150,000</b>	<b>100,000</b>	<b>230,000</b>	<b>100,000</b>	<b>140,000</b>	<b>100,000</b>	<b>2,180,000</b>	
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
System replacement, display wall upgrades, infrastructure modifications.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 120</b>													
Program No. M1952 Road Safety Program													
<b>SUB-PROGRAMS</b>													
Program No. T1952 New Capital Roadside Protection and System Upgrades													
Program No. T1953 Road Safety Engineering Studies													
Program No. T1954 Durham Vision Zero													
<b>EXPENDITURES:</b>													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	600,000	700,000	900,000	900,000	900,000	1,000,000	800,000	900,000	900,000	900,000	1,000,000	8,900,000	
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	600,000	700,000	900,000	900,000	900,000	1,000,000	800,000	900,000	900,000	900,000	1,000,000	8,900,000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	600,000	700,000	900,000	900,000	900,000	1,000,000	800,000	900,000	900,000	900,000	1,000,000	8,900,000	
ROADS CAPITAL RESERVE													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	600,000	700,000	900,000	900,000	900,000	1,000,000	800,000	900,000	900,000	900,000	1,000,000	8,900,000	
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													

**NEED/EXPLANATION OF PROJECT**

Guidedail system upgrades and modifications at potentially 24 locations. Road Safety and Engineering Studies. Durham Vision Zero countermeasures.

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 121</b>													
Program No. T1940 Intelligent Transportation System Projects													
<b>RELATED PROJECTS</b>													
Roadway Event Management System													0
Durham Traffic Watch Website													0
Bluetooth Travel Time Expansion													0
Traffic Signal Responsive & Adaptive Control													0
Communication Infrastructure													0
CCTV Expansion													0
Engineering & Field Services													0
Road Performance Index													0
New/Upgrades to ITS Applications/Processes													0
<b>TOTAL EXPENDITURES</b>	735,000	910,000	775,000	775,000	765,000	795,000	735,000	685,000	630,000	655,000	680,000	7,405,000	
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	449,820	573,300	488,250	488,250	481,950	500,850	463,050	431,550	396,900	412,650	428,400	4,665,150	
NEW COMMERCIAL DEV. CHARGES*	66,150	65,520	55,800	55,800	55,080	57,240	52,920	49,320	45,360	47,160	48,960	533,160	
NEW INSTITUTIONAL DEV. CHARGES*			13,950	13,950	13,770	14,310	13,230	12,330	11,340	11,790	12,240	116,910	
NEW INDUSTRIAL DEV. CHARGES*			139,500	139,500	137,700	143,100	132,300	123,300	113,400	117,900	122,400	1,169,100	
GENERAL LEVY	73,500												0
ROADS CAPITAL RESERVE	145,530	271,180	77,500	77,500	76,500	79,500	73,500	68,500	63,000	65,500	68,000	920,680	
OTHER													0
<b>TOTAL ATTRIBUTION</b>	735,000	910,000	775,000	775,000	765,000	795,000	735,000	685,000	630,000	655,000	680,000	7,405,000	
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Traveler Information, Systems Integration, Incident Management													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 122</b>													
Program No. T1950 Uninterruptible Power Supply (UPS) Installation Program													
<b>RELATED PROJECTS</b>													
Installation of Uninterruptible Power Supplies (UPS) at 10 - 15 critical intersections to ensure continuous operation of traffic control signals in the event of a power disruption													
<b>EXPENDITURES:</b>													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	150,000	150,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,400,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	150,000	150,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,400,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY	150,000	150,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,400,000
ROADS CAPITAL RESERVE													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	150,000	150,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,400,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Annual installation program developed based on a priority criteria matrix.													



APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 124</b>													
Program No. M1928 Miscellaneous Property Acquisition													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition	98,290	125,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,025,000
Utility Relocation													0
Construction													0
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>98,290</b>	<b>125,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>1,025,000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	60,153	78,750	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	645,750
NEW COMMERCIAL DEV. CHARGES*	8,846	9,000	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	73,800
NEW INSTITUTIONAL DEV. CHARGES*			1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	16,200
NEW INDUSTRIAL DEV. CHARGES*			18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	162,000
GENERAL LEVY			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
ROADS CAPITAL RESERVE	29,290	37,250											37,250
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>98,290</b>	<b>125,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>1,025,000</b>
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for growth related land purchases at locations not identified in current capital program.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 125</b>													
Program No. M1929 Roadside Landscaping Projects													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction	150,000	200,000	250,000	250,000	250,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,850,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	<b>150,000</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>150,000</b>	<b>1,850,000</b>						
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	91,800	126,000	157,500	157,500	157,500	94,500	94,500	94,500	94,500	94,500	94,500	94,500	1,165,500
NEW COMMERCIAL DEV. CHARGES*	13,500	14,400	18,000	18,000	18,000	10,800	10,800	10,800	10,800	10,800	10,800	10,800	133,200
NEW INSTITUTIONAL DEV. CHARGES*			4,500	4,500	4,500	2,700	2,700	2,700	2,700	2,700	2,700	2,700	29,700
NEW INDUSTRIAL DEV. CHARGES*			45,000	45,000	45,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	297,000
GENERAL LEVY	15,000	20,000	25,000	25,000	25,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	185,000
ROADS CAPITAL RESERVE	29,700	39,600											39,600
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>150,000</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>150,000</b>	<b>1,850,000</b>						
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Allowance for boulevard enhancements (i.e. tree planting), replace dead ash trees.													



APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 127</b>													
Program No. M1930 Contingencies (Development Related)													
<b>RELATED PROJECTS</b>													
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction													0
Contingency	1,000,000	335,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,035,000
Other													0
<b>TOTAL EXPENDITURES</b>	<b>1,000,000</b>	<b>335,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>3,035,000</b>
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES	612,000	211,050	189,000	189,000	189,000	189,000	189,000	189,000	189,000	189,000	189,000	189,000	1,912,050
NEW COMMERCIAL DEV. CHARGES*	90,000	24,120	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	218,520
NEW INSTITUTIONAL DEV. CHARGES*			5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	48,600
NEW INDUSTRIAL DEV. CHARGES*			54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	486,000
GENERAL LEVY			30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	270,000
ROADS CAPITAL RESERVE	298,000	99,830											99,830
OTHER													0
<b>TOTAL ATTRIBUTION</b>	<b>1,000,000</b>	<b>335,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>3,035,000</b>
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													

**NEED/EXPLANATION OF PROJECT**





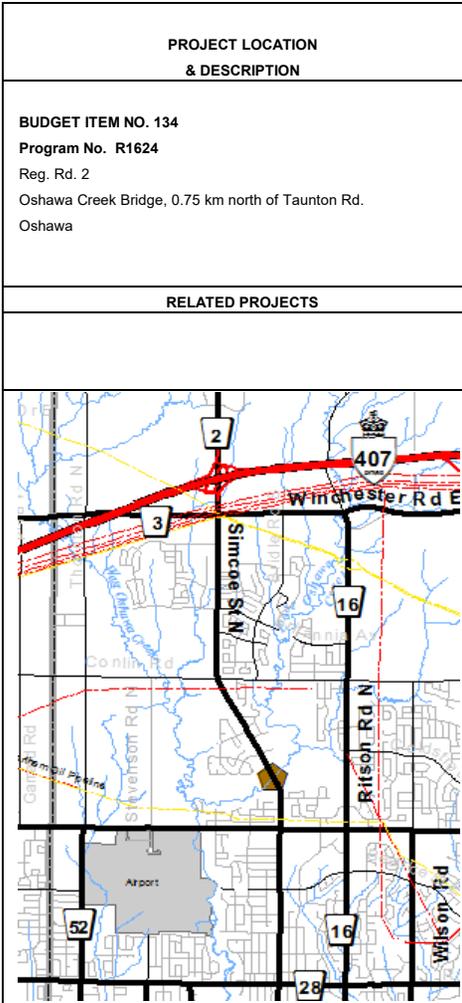








APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL



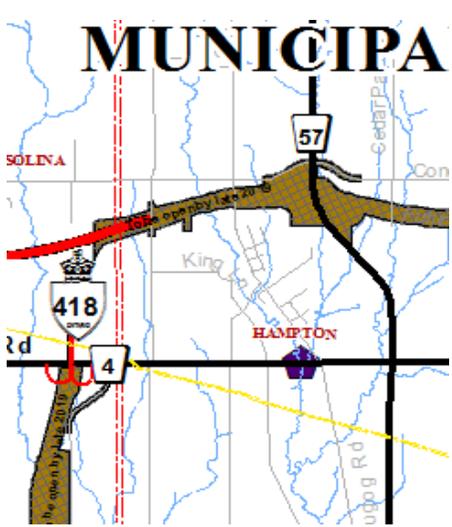
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 134</b> Program No. R1624 Reg. Rd. 2 Oshawa Creek Bridge, 0.75 km north of Taunton Rd. Oshawa												
<b>RELATED PROJECTS</b>												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	150,000											150,000
Environmental Assessment		25,000										25,000
Engineering/Design		50,000										50,000
Property Acquisition		100,000										100,000
Utility Relocation			4,200,000									4,200,000
Construction												0
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	150,000	175,000	4,200,000	0	0	0	0	0	0	0	0	4,525,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
Structure Rehab./Replacement Fund	150,000	175,000										325,000
Structure Rehab./Replacement Levy Reserves			4,200,000									4,200,000
ROADS CAPITAL RESERVE												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	150,000	175,000	4,200,000	0	0	0	0	0	0	0	0	4,525,000

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

**NEED/EXPLANATION OF PROJECT**

Bridge rehabilitation.

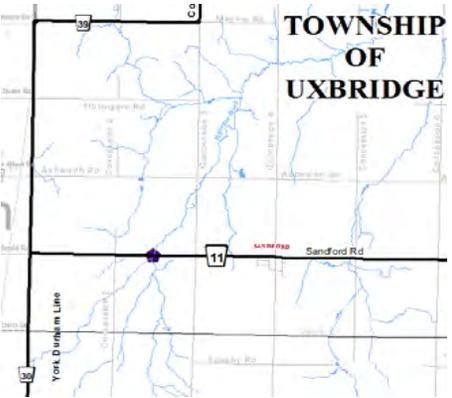
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 141</b> Program No. R1923 Reg. Rd. 4 Hampton Bridge, 1.0 km west of Reg. Rd. 57. Clarington													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment													0
Engineering/Design		200,000											200,000
Property Acquisition													0
Utility Relocation													0
Construction					1,700,000								1,700,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	200,000	0	0	1,700,000	0	0	0	0	0	0	0	1,900,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
Structure Rehab./Replacement Fund		200,000			1,700,000								1,900,000
Structure Rehab./Replacement Levy Reserves													0
ROADS CAPITAL RESERVE													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	200,000	0	0	1,700,000	0	0	0	0	0	0	0	1,900,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
Bridge rehabilitation/replacement in conjunction with road rehabilitation.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

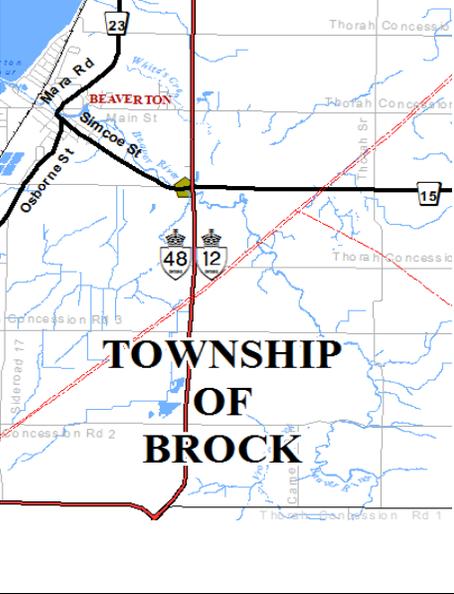
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 147</b> Program No. R1924 Reg. Rd. 8 Nonquon Bridge, 0.45 km west of Highway 12 Scugog													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations													0
Environmental Assessment													0
Engineering/Design		100,000											100,000
Property Acquisition													0
Utility Relocation													0
Construction					1,300,000								1,300,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	0	100,000	0	0	1,300,000	0	0	0	0	0	0	0	1,400,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
Structure Rehab./Replacement Fund		100,000			1,300,000								1,400,000
Structure Rehab./Replacement Levy Reserves													0
ROADS CAPITAL RESERVE													0
OTHER													0
<b>TOTAL ATTRIBUTION</b>	0	100,000	0	0	1,300,000	0	0	0	0	0	0	0	1,400,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Bridge rehabilitation.													

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 148</b> Program No. R1925 Reg. Rd. 11  Smith Bridge, 1.1 km west of Uxbridge Township Concession Road 3 Uxbridge	<b>EXPENDITURES:</b>											
<b>RELATED PROJECTS</b>	Total Prior Budget Allocations 0 Environmental Assessment 0 Engineering/Design 100,000 100,000 Property Acquisition 0 Utility Relocation 0 Construction 1,300,000 1,300,000 Contingency 0 Other 0 <b>TOTAL EXPENDITURES</b> 0 100,000 0 0 1,300,000 0 0 0 0 0 0 0 1,400,000											
	<b>ATTRIBUTION:</b>											
	SUBSIDY/GRANTS 0 NEW RESIDENTIAL DEV. CHARGES 0 NEW COMMERCIAL DEV. CHARGES* 0 NEW INSTITUTIONAL DEV. CHARGES* 0 NEW INDUSTRIAL DEV. CHARGES* 0 GENERAL LEVY 0 Structure Rehab./Replacement Fund 100,000 1,300,000 1,400,000 Structure Rehab./Replacement Levy Reserves 0 ROADS CAPITAL RESERVE 0 OTHER 0 <b>TOTAL ATTRIBUTION</b> 0 100,000 0 0 1,300,000 0 0 0 0 0 0 0 1,400,000											
	* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.											
<b>NEED/EXPLANATION OF PROJECT</b>												
Bridge rehabilitation.												



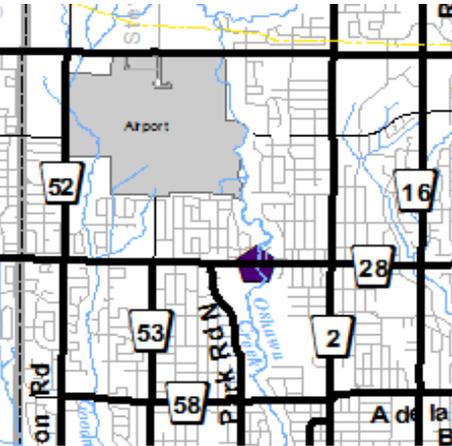
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION														
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL			
			2020	2021	2022	2023	2024	2025	2026	2027	2028				
<b>BUDGET ITEM NO. 151</b> Program No. R1628 Reg. Rd. 15 Beaverton River Bridge, 0.1 km west of Highway 12 Brock															
<b>RELATED PROJECTS</b>															
	Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other	200,000          100,000													
	<b>TOTAL EXPENDITURES</b>	200,000	100,000	0	4,200,000	0	0	0	0	0	0	0	0	4,500,000	
	<b>ATTRIBUTION:</b>														
	SUBSIDY/GRANTS NEW RESIDENTIAL DEV. CHARGES NEW COMMERCIAL DEV. CHARGES* NEW INSTITUTIONAL DEV. CHARGES* NEW INDUSTRIAL DEV. CHARGES* GENERAL LEVY Structure Rehab./Replacement Fund Structure Rehab./Replacement Levy Reserves ROADS CAPITAL RESERVE OTHER														
	<b>TOTAL ATTRIBUTION</b>	200,000	100,000	0	4,200,000	0	0	0	0	0	0	0	0	4,500,000	
	* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.														
	<b>NEED/EXPLANATION OF PROJECT</b>														
	Bridge rehabilitation.														

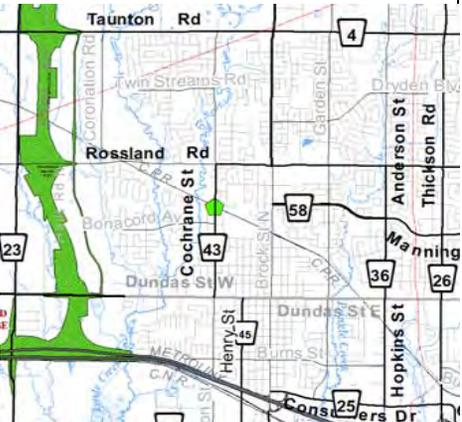
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 162</b> Program No. R1827 Reg. Rd. 23 White's Creek Bridge, 1.45 km North of Simcoe St. Brock													
<b>RELATED PROJECTS</b>													
	Total Prior Budget Allocations Environmental Assessment Engineering/Design Property Acquisition Utility Relocation Construction Contingency Other	550,000											
	<b>TOTAL EXPENDITURES</b>	550,000	200,000	0	0	0	0	0	0	0	0	0	750,000
	<b>ATTRIBUTION:</b>												
	SUBSIDY/GRANTS												0
	NEW RESIDENTIAL DEV. CHARGES												0
	NEW COMMERCIAL DEV. CHARGES*												0
	NEW INSTITUTIONAL DEV. CHARGES*												0
	NEW INDUSTRIAL DEV. CHARGES*												0
	GENERAL LEVY												0
	Structure Rehabilitation/Replacement Fund	550,000	200,000										750,000
ROADS CAPITAL RESERVE												0	
OTHER												0	
<b>TOTAL ATTRIBUTION</b>	550,000	200,000	0	0	0	0	0	0	0	0	0	750,000	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													
<b>NEED/EXPLANATION OF PROJECT</b>													
Bridge rehabilitation.													

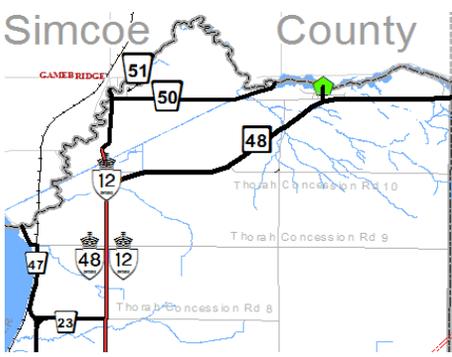
APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 163</b> Program No. R1927 Reg. Rd. 28 Rossland Rd. Over Oshawa Creek, 0.45 km east of Park Rd. Oshawa												
<b>RELATED PROJECTS</b>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations												0
Environmental Assessment												0
Engineering/Design		250,000										250,000
Property Acquisition												0
Utility Relocation												0
Construction					3,900,000							3,900,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	0	250,000	0	0	3,900,000	0	0	0	0	0	0	4,150,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
Structure Rehab./Replacement Fund		250,000			3,900,000							4,150,000
Structure Rehab./Replacement Levy Reserves												0
ROADS CAPITAL RESERVE												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	0	250,000	0	0	3,900,000	0	0	0	0	0	0	4,150,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Bridge rehabilitation.												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

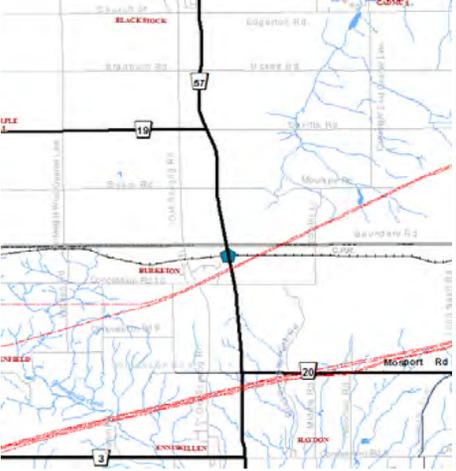
PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION											
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL
			2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>BUDGET ITEM NO. 170</b>  Program No. R1420 Reg. Rd. 43 Cochrane St. / CP Overpass, 0.7 km South of Rossland Rd. Whitby												
<b>RELATED PROJECTS</b>												
												
<b>EXPENDITURES:</b>												
Total Prior Budget Allocations	4,250,000											4,250,000
Environmental Assessment												0
Engineering Design												0
Property Acquisition												0
Utility Relocation												0
Construction		2,450,000										2,450,000
Contingency												0
Other												0
<b>TOTAL EXPENDITURES</b>	4,250,000	2,450,000	0	0	0	0	0	0	0	0	0	6,700,000
<b>ATTRIBUTION:</b>												
SUBSIDY/GRANTS												0
NEW RESIDENTIAL DEV. CHARGES												0
NEW COMMERCIAL DEV. CHARGES*												0
NEW INSTITUTIONAL DEV. CHARGES*												0
NEW INDUSTRIAL DEV. CHARGES*												0
GENERAL LEVY												0
Structure Rehabilitation/Replacement Fund	4,250,000	2,450,000										6,700,000
ROADS CAPITAL RESERVE												0
OTHER												0
<b>TOTAL ATTRIBUTION</b>	4,250,000	2,450,000	0	0	0	0	0	0	0	0	0	6,700,000
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.												
<b>NEED/EXPLANATION OF PROJECT</b>												
Bridge replacement.												

APPROVED 2019 CAPITAL BUDGET  
PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 174</b> Program No. R1631 Reg. Rd. 50 Trent Canal Overpass, 5.3 km east of Reg. Rd. 51 Brock													
<b>RELATED PROJECTS</b>													
													
<b>EXPENDITURES:</b>													
Total Prior Budget Allocations	200,000												200,000
Environmental Assessment													0
Engineering/Design													0
Property Acquisition													0
Utility Relocation													0
Construction		3,100,000											3,100,000
Contingency													0
Other													0
<b>TOTAL EXPENDITURES</b>	200,000	3,100,000	0	0	0	0	0	0	0	0	0	0	3,300,000
<b>ATTRIBUTION:</b>													
SUBSIDY/GRANTS													0
NEW RESIDENTIAL DEV. CHARGES													0
NEW COMMERCIAL DEV. CHARGES*													0
NEW INSTITUTIONAL DEV. CHARGES*													0
NEW INDUSTRIAL DEV. CHARGES*													0
GENERAL LEVY													0
Structure Rehabilitation/Replacement Fund	100,000	1,550,000											1,650,000
ROADS CAPITAL RESERVE													0
OTHER	100,000	1,550,000											1,650,000
<b>TOTAL ATTRIBUTION</b>	200,000	3,100,000	0	0	0	0	0	0	0	0	0	0	3,300,000
<p>* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.</p>													
<b>NEED/EXPLANATION OF PROJECT</b>													
<p>Bridge rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.</p>													

APPROVED 2019 CAPITAL BUDGET

PROJECT DETAIL

PROJECT LOCATION & DESCRIPTION	BUDGET PROVISION AND COST ATTRIBUTION												
	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET	Nine Year Forecast									TOTAL	
			2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>BUDGET ITEM NO. 180</b> Program No. R1633 Reg. Rd. 57 Burketon Overpass Bridge, 3.3 km south of Shirley Rd. Clarington	<b>EXPENDITURES:</b>												
	Total Prior Budget Allocations	650,000											650,000
	Environmental Assessment		300,000										0
	Engineering/Design												300,000
	Property Acquisition												0
	Utility Relocation				50,000								50,000
	Construction						4,000,000						4,000,000
	Contingency												0
	Other												0
	<b>TOTAL EXPENDITURES</b>	<b>650,000</b>	<b>300,000</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>4,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>
<b>RELATED PROJECTS</b>  	<b>ATTRIBUTION:</b>												
	SUBSIDY/GRANTS												0
	NEW RESIDENTIAL DEV. CHARGES												0
	NEW COMMERCIAL DEV. CHARGES*												0
	NEW INSTITUTIONAL DEV. CHARGES*												0
	NEW INDUSTRIAL DEV. CHARGES*												0
	GENERAL LEVY												0
	Structure Rehabilitation/Replacement Fund	650,000	300,000		50,000		4,000,000						5,000,000
	ROADS CAPITAL RESERVE												0
	OTHER												0
<b>TOTAL ATTRIBUTION</b>	<b>650,000</b>	<b>300,000</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>4,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000,000</b>	
* Under the Council approved Development Charge By-law #16-2013, the Region approved full Commercial and Institutional Development Charges, effective July 1, 2013. As well, the Region approved a full Industrial Development Charge which was phased in on July 1, 2016. Any shortfall in the Commercial, Institutional or Industrial Development Charge Reserve Fund financing will be funded from Property Taxes.													

NEED/EXPLANATION OF PROJECT

2019 Interim repairs.  
2023 Bridge Replacement.

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>Widenings, Reconstructions, Rehabilitations, New Connections and Intersection / Corridor Modifications</b>																	
1	<u>Reg. Rd. 1</u> Brock Rd. from Finch Ave. to Taunton Rd. Pickering		1.3	4.3												Widen road from 5 to 7 lanes to add HOV lanes, including structure widening.	
	Total Prior Budget Allocations															0	
	E.A.															0	
	Design								1,000,000							1,000,000	
	Property Acquisition									2,000,000						2,000,000	
	Utility Relocation											2,000,000				2,000,000	
	Construction												35,000,000			35,000,000	
																<b>40,000,000</b>	
2	<u>Reg. Rd. 1</u> Brock Rd. from Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd. Pickering	R0701	1.4 1.1	1.7												Widen road from 2 to 4 lanes including intersection modifications at Brock Rd. and Taunton Rd.	
	Total Prior Budget Allocations				3,403,229											3,403,229	
	E.A.															0	
	Design				450,000											450,000	
	Property Acquisition															0	
	Utility Relocation															0	
	Construction							10,400,000								10,400,000	
																<b>14,253,229</b>	
3	<u>Reg. Rd. 1</u> Brock Rd. from Taunton Rd. to Alexander Knox Rd. - 5th Concession Rd. Pickering		1.45	1.7												Widen road from 4 to 6 lanes.	
	Total Prior Budget Allocations															0	
	E.A.															0	
	Design												500,000			500,000	
	Property Acquisition															0	
	Utility Relocation															0	
	Construction															0	
																<b>500,000</b>	
4	<u>Reg. Rd. 1</u> Brock Rd. from Alexander Knox Rd. - 5th Concession Rd. to Hwy 7 Pickering		1.6	2.1												Widen road from 4 to 6 lanes including structure widening.	
	Total Prior Budget Allocations															0	
	E.A.															0	
	Design												500,000			500,000	
	Property Acquisition															0	
	Utility Relocation															0	
	Construction															0	
																<b>500,000</b>	
5	<u>Reg. Rd. 1</u> Brock Rd. from 0.24 km N. of Mowbray St. to 0.3 km S. of 7th Concession Rd. Pickering	R1901	N/A	0.85												Road rehabilitation.	
	Total Prior Budget Allocations															0	
	E.A.															0	
	Design															0	
	Property Acquisition															0	
	Utility Relocation															0	
	Construction					400,000										400,000	
																<b>400,000</b>	



REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS			
							2020	2021	2022	2023	2024	2025	2026	2027	2028					
11	<u>Reg. Rd. 2A &amp; 2</u> Centre St. from King St. to Brock St. West and Simcoe St. from Brock St. West to south of Adelaide Ave. Oshawa	R1601	N/A	0.7													Road reconstruction.			
	Total Prior Budget Allocations															900,000				
	E.A.																			
	Design								100,000											
	Property Acquisition																			
	Utility Relocation																			
12	<u>Reg. Rd. 2</u> Simcoe St. from south of King St. to south of Greenway Blvd. Scugog		2.2 1.5	0.6													Widen from 2 to 3 lanes including intersection modifications at King St-Oyler St.			
	Total Prior Budget Allocations																			
	E.A.																			
	Design									50,000	200,000									
	Property Acquisition											200,000								
	Utility Relocation													400,000						
13	<u>Reg. Rd. 3</u> Winchester Rd. from Baldwin St. to Garrard Rd. Whitby	R0802	3.1	2.4													PH II: Widen to 3/4 lanes from Baldwin St. to Anderson St. including structure widening.			
	Total Prior Budget Allocations																			
	E.A.																			
	Design																			
	Property Acquisition																			
	Utility Relocation																			
14	<u>Reg. Rd. 3</u> Grandview St. N. from Hwy 407 to Columbus Rd. E. and Columbus Rd. E. from Grandview St. N. to Townline Rd. N. Oshawa	R1703	N/A	1.8													Road rehabilitation/reconstruction.			
	Total Prior Budget Allocations																			
	E.A.																			
	Design																			
	Property Acquisition																			
	Utility Relocation																			
15	<u>Reg. Rd. 3</u> Columbus Rd. E. from Townline Rd. N. to Enfield Rd. (Reg. Rd. 34) Clarington	R1708	N/A	2.0													Road rehabilitation/reconstruction.			
	Total Prior Budget Allocations																			
	E.A.																			
	Design																			
	Property Acquisition																			
	Utility Relocation																			

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2020	2021	2022	2023	2024	2025	2026	2027	2028				
16	<u>Reg. Rd. 3</u> Regional Road 3 (Concession 8) / Bowmanville Ave. (Reg. Rd. 57) Clarington	R1603	1.7	N/A													Reconstruct to roundabout.		
	Total Prior Budget Allocations				1,100,000											1,100,000			
	E.A.																0		
	Design																0		
	Property Acquisition																0		
	Utility Relocation																0		
Construction					3,400,000									3,400,000					
																4,500,000			
17	<u>Reg. Rd. 4</u> Taunton Rd. from Toronto / Pickering Townline to west of Twelvetrees Bridge Pickering		4.1	3.4													Widen from 4 to 6 lanes to add HOV lanes.		
	Total Prior Budget Allocations																0		
	E.A.																0		
	Design								500,000									500,000	
	Property Acquisition									1,000,000			1,000,000					1,000,000	
	Utility Relocation													1,000,000				1,000,000	
Construction												18,000,000		18,000,000					
																20,500,000			
18	<u>Reg. Rd. 4</u> Taunton Rd. from Peter Matthews Dr. to Brock Rd. Pickering		4.25	2.6													Widen from 4 to 6/7 lanes to add HOV lanes.		
	Total Prior Budget Allocations																0		
	E.A.																0		
	Design								500,000									500,000	
	Property Acquisition									500,000								500,000	
	Utility Relocation													1,000,000				1,000,000	
Construction												16,000,000		16,000,000					
																18,000,000			
19	<u>Reg. Rd. 4</u> Taunton Rd. from Brock Rd. to Brock St./Hwy 12. Pickering/Ajax/Whitby		4.3	11.5													Beyond forecast widen from 5 to 7 lanes to add HOV lanes including structure widening.		
	Total Prior Budget Allocations																0		
	E.A.															1,000,000	1,000,000		
	Design																0		
	Property Acquisition																0		
	Utility Relocation																0		
Construction													0						
																1,000,000			
20	<u>Reg. Rd. 4</u> Taunton Rd. / Anderson St. Intersection Whitby	R1801	1.9	N/A													Intersection modifications.		
	Total Prior Budget Allocations				100,000												100,000		
	E.A.																0		
	Design								50,000									50,000	
	Property Acquisition																	0	
	Utility Relocation								100,000									100,000	
Construction						1,500,000								1,500,000					
																1,750,000			

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS										
							2020	2021	2022	2023	2024	2025	2026	2027	2028												
21	<u>Reg. Rd. 4</u> Taunton Rd. from east of Townline Rd. to west of Enfield Rd. Clarington	R1733	N/A	1.7														Road rehabilitation from east of Townline Rd. to west of Enfield Rd.									
	Total Prior Budget Allocations																		673,000								
	E.A.																					0					
	Design																					0					
	Property Acquisition																					0					
	Utility Relocation																					0					
Construction						2,800,000											2,800,000										
																		3,473,000									
22	<u>Reg. Rd. 4</u> Taunton Rd. / Courtice Rd. Intersection Clarington	R1709	1.10	N/A															Reconstruct and modify intersection.								
	Total Prior Budget Allocations																					300,000					
	E.A.																						0				
	Design																						0				
	Property Acquisition																						0				
	Utility Relocation												300,000											300,000			
Construction								200,000	3,000,000									3,200,000									
																			3,800,000								
23	<u>Reg. Rd. 4</u> Taunton Rd. from 0.4 km west of Solina Rd. to 0.2 km west of Reg. Rd. 57 Clarington	R1608	N/A	4.6															Road rehabilitation. 2020: West of Holt Rd. to Maple Grove Rd. 2021: West of Solina Rd. to Hwy 418 conjunction with rehabilitation/replacing bridge 0.2 km west of Old Scugog Rd (Hampton Bridge).								
	Total Prior Budget Allocations																						770,000				
	E.A.																							0			
	Design																							0			
	Property Acquisition												100,000	100,000											200,000		
	Utility Relocation												200,000	200,000											400,000		
Construction							3,000,000	3,100,000	3,300,000										9,400,000								
																				10,770,000							
24	<u>Reg. Rd. 4</u> Taunton Rd. / Bowmanville Ave. (Reg. Rd.57) Intersection Clarington	R1609	1.12	N/A																Reconstruct and modify intersection to roundabout and replace and widen bridge on west leg of intersection.							
	Total Prior Budget Allocations																							1,330,000			
	E.A.																								0		
	Design																								0		
	Property Acquisition																								0		
	Utility Relocation																								0		
Construction							300,000	7,700,000											8,000,000								
																				9,330,000							
25	<u>Reg. Rd. 4</u> Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection Clarington	R1908	1.13	N/A																Reconstruct and modify intersection.							
	Total Prior Budget Allocations																								0		
	E.A.												50,000													50,000	
	Design												200,000														200,000
	Property Acquisition													200,000													200,000
	Utility Relocation														100,000												
Construction										1,700,000												1,700,000					
																							2,250,000				

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
26	<u>Reg. Rd. 5</u> Ninth Concession Rd. from Sideline 12 to west of Lake Ridge Rd. Pickering	R1909	N/A	4.6													Road rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																0
	Construction										3,000,000						
																	3,000,000
27	<u>Reg. Rd. 5</u> Central St. from Canso Dr. to Brock Rd. Pickering		5.1	0.8													Urbanize road through village of Claremont, including streetscape improvements.
	Total Prior Budget Allocations																0
	E.A.																200,000
	Design										200,000						200,000
	Property Acquisition											200,000					200,000
	Utility Relocation													200,000			200,000
	Construction																
																3,000,000	
																	3,800,000
28	<u>Reg. Rd. 8</u> Reg. Rd. 8, from east of Conc. 5 to Conc. 6 Uxbridge		N/A	2													Road rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																0
	Construction												1,500,000				
																1,500,000	
29	<u>Reg. Rd. 9</u> Ganaraska Rd. from 2.0 km east of Maynard Rd. to 0.4 km east of Newtonville Rd. (Reg. Rd. 18) Clarington	R1910	N/A	1.5													Road rehabilitation/reconstruction.
	Total Prior Budget Allocations																0
	E.A.																0
	Design										100,000						100,000
	Property Acquisition																0
	Utility Relocation											50,000					50,000
	Construction												1,000,000				
																1,150,000	
30	<u>Reg. Rd. 12 / 23</u> Reg. Rd. 12 / Lake Ridge Rd. Intersection Brock	R1403	1.14	N/A													Reconstruct to roundabout.
	Total Prior Budget Allocations																3,900,000
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																0
	Construction												700,000				
																4,600,000	

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS				
							2020	2021	2022	2023	2024	2025	2026	2027	2028						
31	<u>Reg. Rd. 13</u> Zephyr Rd. from Scott Conc. 3 (Reg. Rd. 39) to Conc. 4 Uxbridge	R1503	N/A	2.0													Road rehabilitation.				
	Total Prior Budget Allocations																450,000	450,000			
	E.A.																		0		
	Design																		0		
	Property Acquisition																		0		
	Utility Relocation																		0		
Construction							2,000,000							2,000,000							
																2,450,000					
32	<u>Reg. Rd. 13</u> Zephyr Rd. from Conc. 5 to 0.7 km east of Conc. 5 Uxbridge	R1509	N/A	0.7													Road rehabilitation/reconstruction.				
	Total Prior Budget Allocations																	810,000	810,000		
	E.A.																		0		
	Design																		0		
	Property Acquisition																		0		
	Utility Relocation																		0		
Construction							1,300,000							1,300,000							
																2,110,000					
33	<u>Reg. Rd. 13</u> 3rd Concession from Lake Ridge Rd. to 1.5 km west of Highway 7/12 Brock	R0901	N/A	3.9													Road rehabilitation/reconstruction including modifications to the profile and modifications to the Lake Ridge Rd. intersection. PH I: 2019 intersection modifications at Reg. Rd. 13/23. PH II: Tender 2019 road reconstruction from east of Lake Ridge Rd. to west of Sideroad 17 PH III: 2021 road reconstruction from west of Sideroad 17 to 1.5km west of Hwy 7/12				
	Total Prior Budget Allocations																			10,220,000	10,220,000
	E.A.																				0
	Design																				0
	Property Acquisition																				0
	Utility Relocation																				0
Construction							3,800,000	9,300,000							13,100,000						
																23,320,000					
34	<u>Reg. Rd. 14</u> Liberty St. from Baseline Rd. to King St. Clarington	R0503	14.1	1.1													Widen road from 2 to 3 lanes. <u>Associated Works</u> Water Supply - \$1,700,000 Sanitary Sewage - \$1,750,000.				
	Total Prior Budget Allocations																			656,000	656,000
	E.A.																				0
	Design																				0
	Property Acquisition												400,000								400,000
	Utility Relocation													400,000							400,000
Construction									6,300,000						6,300,000						
																7,756,000					
35	<u>Reg. Rd. 14</u> Liberty St. from Longworth Ave. to Concession Rd. 3 Clarington	R1717	N/A	0.8													Road rehabilitation including signalization and modifications to the Concession Rd. 3 intersection and Liberty Street and Freeland Ave - Bons Ave.				
	Total Prior Budget Allocations																			750,000	750,000
	E.A.																				0
	Design																				0
	Property Acquisition																				0
	Utility Relocation													300,000							300,000
Construction									4,900,000						4,900,000						
																5,950,000					

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
36	<u>Reg. Rd. 16</u> Ritson Rd. / Beatrice St. Intersection Oshawa		1.19	N/A													Intersection modifications.
	Total Prior Budget Allocations																0
	E.A.																0
	Design						100,000										100,000
	Property Acquisition							250,000									250,000
	Utility Relocation								50,000								50,000
	Construction									700,000							700,000
																1,100,000	
37	<u>Reg. Rd. 16</u> Ritson Rd. from north of Taunton Rd. to Conlin Rd. Oshawa	R1803	16.1	2.0													Widen road from 2/3 to 5 lanes.
	Total Prior Budget Allocations				500,000												500,000
	E.A.																0
	Design					500,000											500,000
	Property Acquisition						100,000										100,000
	Utility Relocation							100,000									100,000
	Construction								12,800,000								12,800,000
																14,000,000	
38	<u>Reg. Rd. 16</u> Ritson Rd. from Conlin Rd. to Britannia Ave. Pickering		16.2	0.5													Beyond forecast widen road from 2 to 4 lanes.
	Total Prior Budget Allocations																0
	E.A.																0
	Design												250,000				250,000
	Property Acquisition																0
	Utility Relocation																0
	Construction																0
																250,000	
39	<u>Reg. Rd. 17</u> Region Rd. 17, from north of CPR to Concession Rd. 3 Clarington		17.1	1.5													Beyond forecast construct new alignment and widen road from 2 to 3 lanes.
	Total Prior Budget Allocations																0
	E.A.													500,000			500,000
	Design																0
	Property Acquisition																0
	Utility Relocation																0
	Construction																0
																500,000	
40	<u>Reg. Rd. 17</u> Main St. from Winter Rd. to Station St. Clarington		N/A	1.6													Road rehabilitation/reconstruction.
	Total Prior Budget Allocations																0
	E.A.																0
	Design						100,000										100,000
	Property Acquisition							100,000									100,000
	Utility Relocation								300,000								300,000
	Construction									2,000,000							2,000,000
																2,500,000	

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
41	<u>Reg. Rd. 19</u> Shirley Rd. from 0.5 km east of Graham Rd. to Old Scugog Rd. Scugog		N/A	5.8													Road reconstruction.
	Total Prior Budget Allocations																0
	E.A.																0
	Design							200,000									200,000
	Property Acquisition								200,000	200,000	200,000						600,000
	Utility Relocation										100,000	100,000					200,000
Construction												6,000,000				6,000,000	
																	7,000,000
42	<u>Reg. Rd. 22</u> Bayly St. from Liverpool Rd. to Brock Rd. Pickering		22	1.6													Beyond forecast widen road from 5 to 6/7 lanes.
	Total Prior Budget Allocations																0
	E.A.													500,000			500,000
	Design																0
	Property Acquisition																0
	Utility Relocation																0
Construction																0	
																	500,000
43	<u>Reg. Rd. 22</u> Bayly St. / Sandy Beach Rd. Intersection Pickering		1.21	N/A													Intersection modifications.
	Total Prior Budget Allocations																0
	E.A.																0
	Design							150,000									150,000
	Property Acquisition								100,000								100,000
	Utility Relocation									100,000							100,000
Construction										700,000						700,000	
																	1,050,000
44	<u>Reg. Rd. 22</u> Bayly St. from Brock Rd. to Westney Rd. Pickering/Ajax		22.1	2.7													Beyond forecast widen from 5 to 7 lanes including structure widening.
	Total Prior Budget Allocations																0
	E.A.									500,000							500,000
	Design										500,000						500,000
	Property Acquisition											500,000					500,000
	Utility Relocation												1,000,000				1,000,000
Construction																0	
																	2,500,000
45	<u>Reg. Rd. 22</u> Bayly St. / Church St. Intersection Pickering	R1611	1.22	0.7													7 lanes and road rehabilitation from 0.2 km east of Church St. to John Mills Bridge.
	Total Prior Budget Allocations					650,000											650,000
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																450,000
Construction								450,000								450,000	
									6,600,000								6,600,000
																	7,700,000

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2020	2021	2022	2023	2024	2025	2026	2027	2028			
46	<u>Reg. Rd. 22</u> Bayly St. from Westney Rd. to Harwood Ave. Ajax	R1911	22.2	1.4													Widen road from 5 to 7 lanes.	
	Total Prior Budget Allocations															0		
	E.A.							400,000									400,000	
	Design							400,000									400,000	
	Property Acquisition								400,000								400,000	
	Utility Relocation									400,000							400,000	
	Construction										250,000						250,000	
										13,000,000				13,000,000				
														14,450,000				
47	<u>Reg. Rd. 22</u> Bayly St. from Harwood Ave. to Salem Rd. Ajax		22.25	1													Beyond forecast widen road from 4 to 6 lanes.	
	Total Prior Budget Allocations															0		
	E.A.															500,000	500,000	
	Design																0	
	Property Acquisition																0	
	Utility Relocation																0	
	Construction																0	
														500,000				
48	<u>Reg. Rd. 22</u> Victoria St. / Brock St. Intersection Whitby		1.23	N/A													Intersection modifications.	
	Total Prior Budget Allocations															0		
	E.A.																0	
	Design								220,000								220,000	
	Property Acquisition									300,000							300,000	
	Utility Relocation										200,000						200,000	
	Construction											3,600,000					3,600,000	
														4,320,000				
49	<u>Reg. Rd. 22</u> Victoria St. from South Blair St. to west of Thickson Rd. Whitby	R1102	22.4	1.6													Construct new alignment and widen road to 5 lanes.	
	Total Prior Budget Allocations															3,960,831		
	E.A.																0	<u>Associated Works</u> Water Supply - \$1,400,000 Sanitary Sewer - \$1,100,000 Feedermain - \$16,200,000
	Design								300,000								300,000	
	Property Acquisition								50,000								50,000	
	Utility Relocation								450,000								450,000	
	Construction								10,700,000								10,700,000	
														15,460,831				
50	<u>Reg. Rd. 22</u> Victoria St./Bloor St. from east of Thickson Rd. to west of Stevenson Rd. Whitby / Oshawa	R0803	22.5	1.8													Widen road from 2/3 to 4/5 lanes.	
	Total Prior Budget Allocations																2,750,000	
	E.A.																0	<u>Associated Works</u> Water Supply - \$12,500,000
	Design																0	
	Property Acquisition								500,000								500,000	
	Utility Relocation																0	
	Construction										9,000,000						9,000,000	
														12,250,000				

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
51	<u>Reg. Rd. 22</u> Bloor St. from Ritson Rd. to Farewell St. Oshawa		22.7	1													Beyond forecast widen road from 3 to 5 lanes.
	Total Prior Budget Allocations																0
	E.A.																500,000
	Design													500,000			500,000
	Property Acquisition																0
	Utility Relocation																0
	Construction																0
																	1,000,000
52	<u>Reg. Rd. 22</u> Bloor St. from east of Harmony Rd. to Grandview St. Oshawa		22.8	1.0													Realignment and widen existing road to 4/5 lanes with new CP Rail grade separation and bridge crossing of Farewell Creek.
	Total Prior Budget Allocations																0
	E.A.																400,000
	Design						400,000										400,000
	Property Acquisition							400,000									600,000
	Utility Relocation								600,000								400,000
	Construction									400,000							22,400,000
										22,400,000							24,200,000
53	<u>Reg. Rd. 22</u> Bloor St. from Prestonvale Rd. to Courtice Rd. Clarington		22.9	1.8													Widen road to 3 lanes and modify profile.
	Total Prior Budget Allocations																0
	E.A.																300,000
	Design							300,000									200,000
	Property Acquisition									300,000							300,000
	Utility Relocation										400,000						400,000
	Construction											12,000,000					12,000,000
																	13,200,000
54	<u>Reg. Rd. 23</u> Lake Ridge Rd. from Bayly St. to Kingston Rd. - Dundas St. Ajax / Whitby	R0207	23.1	2.0													Widen from 2 to 4/5 lanes.
	Total Prior Budget Allocations					660,000											660,000
	E.A.																0
	Design																0
	Property Acquisition								100,000								100,000
	Utility Relocation							100,000									100,000
	Construction										3,000,000						3,000,000
																	3,860,000
55	<u>Reg. Rd. 23</u> Lake Ridge Rd. from Kingston Rd. - Dundas St. to Rossland Rd. Ajax / Whitby	R1809	23.2	2.0													Widen from 2 to 4/5 lanes.
	Total Prior Budget Allocations					300,000											300,000
	E.A.																0
	Design								300,000								300,000
	Property Acquisition							300,000									300,000
	Utility Relocation										400,000						400,000
	Construction											7,600,000					7,600,000
																	8,900,000

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2020	2021	2022	2023	2024	2025	2026	2027	2028			
56	<u>Reg. Rd. 23</u> Lake Ridge Rd. from north of Reg. Rd. 5 to south of Chalk Lake Rd. Pickering/Whitby/Uxbridge/Scugog	R1718	N/A	3.7													Road rehabilitation.	
	Total Prior Budget Allocations				300,000											300,000		
	E.A.																0	
	Design							200,000									200,000	
	Property Acquisition																0	
	Utility Relocation							100,000									100,000	
	Construction							50,000	4,250,000								4,300,000	
														4,900,000				
57	<u>Reg. Rd. 23</u> Lake Ridge Rd. from Chalk Lake Rd. to 1.5 km north of Chalk Lake Rd. Scugog/Uxbridge	R1618	N/A	1.5													Road rehabilitation including intersection modifications at Chalk Lake Rd.	
	Total Prior Budget Allocations				450,000											450,000		
	E.A.																0	
	Design							100,000									100,000	
	Property Acquisition																0	
	Utility Relocation							50,000									50,000	
	Construction								3,100,000								3,100,000	
														3,700,000				
58	<u>Reg. Rd. 26</u> Thickson Rd. from Wentworth St. to C.N. Rail Kingston Whitby	R0710	26.1	0.8													Reconstruct and widen road to 4 lanes.	
	Total Prior Budget Allocations				700,000											700,000		
	E.A.																0	
	Design																0	
	Property Acquisition																0	
	Utility Relocation																0	
	Construction								4,200,000								4,200,000	
														4,900,000				
59	<u>Reg. Rd. 26</u> Thickson Rd. from Consumers Dr. to Dundas St. Whitby		26.3	1.6													Widen from 5 to 7 lanes, including new structure.	
	Total Prior Budget Allocations															0		
	E.A.							600,000									600,000	
	Design								1,000,000								1,000,000	
	Property Acquisition									1,500,000							1,500,000	
	Utility Relocation										1,500,000						1,500,000	
	Construction												18,000,000				18,000,000	
														22,600,000				
60	<u>Reg. Rd. 26</u> Thickson Rd. / Burns St. Intersection Whitby	R1810	1.26	N/A													Intersection modifications to include adding NB right turn lane, street lighting and AODA modifications.	
	Total Prior Budget Allocations				50,000											50,000		
	E.A.																0	
	Design							100,000									100,000	
	Property Acquisition																0	
	Utility Relocation							50,000									50,000	
	Construction								800,000								800,000	
														1,000,000				

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2020	2021	2022	2023	2024	2025	2026	2027	2028			
61	<u>Reg. Rd. 26</u> Thickson Rd. / Rossland Rd. Intersection Whitby	R1912	1.27	N/A													Reconstruct and modify intersection.	
	Total Prior Budget Allocations															0		
	E.A.															0		
	Design							300,000									300,000	
	Property Acquisition								100,000								100,000	
	Utility Relocation									150,000							150,000	
Construction							3,500,000						3,500,000					
																4,050,000		
62	<u>Reg. Rd. 26</u> Thickson Rd. from Taunton Rd. to Hwy 407 Whitby	R1913	26.5	4.2													Widen road to 4/5 lanes.	
	Total Prior Budget Allocations																0	
	E.A.							500,000									500,000	
	Design							500,000									500,000	
	Property Acquisition								500,000								500,000	
	Utility Relocation									1,000,000							1,000,000	
Construction								18,800,000					18,800,000					
																21,300,000		
63	<u>Reg. Rd. 26</u> Thickson Rd. from Winchester Rd. to Baldwin St. Whitby		26.6	3.8													Beyond forecast widen from 2 to 5 lanes	
	Total Prior Budget Allocations																0	
	E.A.														500,000	500,000		
	Design															0		
	Property Acquisition															0		
	Utility Relocation															0		
Construction												0						
																500,000		
64	<u>Reg. Rd. 27</u> Altona Rd. from north of Strouds Lane to Finch Ave. Pickering		27.2	1.5													Beyond forecast widen road from 2 to 3 lanes.	
	Total Prior Budget Allocations																0	
	E.A.														500,000	500,000		
	Design															500,000	500,000	
	Property Acquisition															0		
	Utility Relocation															0		
Construction												0						
																1,000,000		
65	<u>Reg. Rd. 28</u> Rossland Rd. / Cochrane St. Intersection Whitby	R1914	1.29	N/A													Intersection modifications.	
	Total Prior Budget Allocations																0	
	E.A.																0	
	Design							250,000									250,000	
	Property Acquisition																0	
	Utility Relocation								50,000								50,000	
Construction							750,000						750,000					
																1,050,000		

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2020	2021	2022	2023	2024	2025	2026	2027	2028			
66	<u>Reg. Rd. 28</u> Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection Whitby	R1619	1.30	N/A													Intersection modifications.	
	Total Prior Budget Allocations															1,350,000		
	E.A.																0	
	Design																0	
	Property Acquisition																0	
	Utility Relocation																0	
Construction					5,000,000									5,000,000				
																6,350,000		
67	<u>Reg. Rd. 28</u> Rossland Rd. / Garden St. Intersection Whitby	R1620	1.31	N/A													Intersection modifications at Garden St.	
	Total Prior Budget Allocations																300,000	
	E.A.																0	
	Design																0	
	Property Acquisition																0	
	Utility Relocation																0	
Construction							2,200,000							2,200,000				
																2,500,000		
68	<u>Reg. Rd. 28</u> Rossland Rd. from Ritson Rd. to Harmony Rd. Oshawa	R1811	28.1	1.7													Widen road to 5 lanes, including structure widening.	
	Total Prior Budget Allocations																500,000	
	E.A.																0	
	Design							500,000									500,000	
	Property Acquisition								100,000								100,000	
	Utility Relocation									300,000							300,000	
Construction								11,500,000						11,500,000				
																12,900,000		
69	<u>Reg. Rd. 28</u> Rossland Rd. from Harmony Rd. to east of Townline Rd. Oshawa	R0804	28.2	1.5													Construct new alignment to 3 lanes, including new bridge crossing of Harmony Creek tributary	
	Total Prior Budget Allocations																100,000	
	E.A.																0	
	Design										500,000						500,000	
	Property Acquisition											500,000					500,000	
	Utility Relocation												500,000				500,000	
Construction											25,000,000			25,000,000				
																26,600,000		
70	<u>Reg. Rd. 28</u> Liverpool Rd. from Highway 401 to Kingston Rd. Pickering	R1817	29.1	0.4													Widen from 5 to 6 lanes.	
	Total Prior Budget Allocations																300,000	
	E.A.																0	
	Design								300,000								300,000	
	Property Acquisition									100,000							100,000	
	Utility Relocation										200,000						200,000	
Construction								2,500,000						2,500,000				
																3,400,000		

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
71	<u>Reg. Rd. 30</u> York Durham Line from Wagg Rd. to Aurora Rd. Uxbridge	R1818	N/A	0.8													Road rehabilitation including slope stabilization.
	Total Prior Budget Allocations				100,000											100,000	
	E.A.															0	
	Design															0	
	Property Acquisition															0	
	Utility Relocation															0	
Construction					800,000								800,000				
																900,000	
72	<u>Reg. Rd. 30</u> York Durham Line from Reg. Rd. 8 to Vivian Rd. Uxbridge	R1525	N/A	1.2													Road rehabilitation including intersection modifications at Region Rd. 8 and at Vivian Rd.
	Total Prior Budget Allocations				550,000											550,000	
	E.A.															0	
	Design															0	
	Property Acquisition															0	
	Utility Relocation															0	
Construction					4,000,000								4,000,000				
																4,550,000	
73	<u>Reg. Rd. 31</u> Westney Rd. from Finley Ave. to Harwood Ave. Ajax	R1915	N/A	0.95													Road rehabilitation including intersection modifications at Finley Ave., Monarch Ave., and Harwood Ave.
	Total Prior Budget Allocations															0	
	E.A.															0	
	Design							500,000								500,000	
	Property Acquisition								100,000							100,000	
	Utility Relocation									300,000						300,000	
Construction							4,800,000					4,800,000					
																5,700,000	
74	<u>Reg. Rd. 31</u> Westney Rd. from Bayly St. to Hwy 401 Ajax	R1916	31.1	1.0													Widen from 5 to 7 lanes.
	Total Prior Budget Allocations															0	
	E.A.							300,000								300,000	
	Design									200,000						200,000	
	Property Acquisition										300,000					300,000	
	Utility Relocation											300,000				300,000	
Construction									6,700,000			6,700,000					
																7,800,000	
75	<u>Reg. Rd. 31</u> Westney Rd. from Hwy 401 to south of Kingston Rd. Ajax	R1917	31.2	0.9													PH I: 2019 noise barrier PH II: 2023 Widen from 5 to 7 lanes, including structure widening and intersection modifications at Ritchie Ave.
	Total Prior Budget Allocations															0	
	E.A.							400,000								400,000	
	Design								300,000							300,000	
	Property Acquisition									300,000						300,000	
	Utility Relocation										350,000					350,000	
Construction					900,000			4,600,000				5,500,000					
																6,850,000	

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2020	2021	2022	2023	2024	2025	2026	2027	2028				
76	<u>Reg. Rd. 31</u> Westney Rd. from north of Rossland Rd. to Taunton Rd. Ajax	R1621	31.4	2.0													Widen road to 4 lanes.		
	Total Prior Budget Allocations				1,500,000											1,500,000			
	E.A.															0			
	Design															0			
	Property Acquisition															0			
	Utility Relocation							150,000									150,000		
Construction						11,300,000								11,300,000					
																12,950,000			
77	<u>Reg. Rd. 31</u> Westney Rd. from south to north of Greenwood Pickering	R0805	31.5	2.4													Construct new 2 lane Greenwood by-pass.		
	Total Prior Budget Allocations				650,000												650,000		
	E.A.																0		
	Design								400,000									400,000	
	Property Acquisition									1,500,000								1,500,000	
	Utility Relocation											500,000						500,000	
Construction										10,000,000				10,000,000					
																13,050,000			
78	<u>Reg. Rd. 33</u> Harmony Rd. from north of Coldstream Dr. to south of Conlin Rd. Oshawa	R1723	33.4	1.0													Widen from 2/3 to 5 lanes from north of Coldstream Dr. to south of Conlin Rd.		
	Total Prior Budget Allocations				500,000												500,000		
	E.A.																0		
	Design																0		
	Property Acquisition																0		
	Utility Relocation																0		
Construction					5,400,000									5,400,000					
																5,900,000			
79	<u>Reg. Rd. 33</u> Harmony Rd. from Conlin Rd. - Britannia Ave. Oshawa		33.5	0.8													Beyond forecast widen road from 2 to 4 lanes.		
	Total Prior Budget Allocations																0		
	E.A.																500,000	500,000	
	Design																0		
	Property Acquisition																0		
	Utility Relocation																0		
Construction													0						
																500,000			
80	<u>Reg. Rd. 36</u> Hopkins St. Overpass Whitby	R0807	36.0	0.9													Construct new Hopkins St. overpass.		
	Total Prior Budget Allocations				385,000												385,000		
	E.A.																0		
	Design								500,000									500,000	
	Property Acquisition									400,000								400,000	
	Utility Relocation										400,000							400,000	
Construction									13,800,000					13,800,000					
																15,485,000			

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2020	2021	2022	2023	2024	2025	2026	2027	2028			
81	<u>Reg. Rd. 36</u> Hopkins St. from Consumers Dr. to Dundas St. Whitby		36.1	1.7													Widen from 2 to 3 lanes, with new CPR grade separation.  <u>Associated Works</u> Water Supply - \$375,000 (2016), \$1,540,000 (2018) Sanitary Sewer - \$215,000	
	Total Prior Budget Allocations																	
	E.A.						500,000									500,000		
	Design								500,000							500,000		
	Property Acquisition										300,000					300,000		
	Utility Relocation											500,000				500,000		
	Construction												13,500,000			13,500,000		
																15,300,000		
82	<u>Reg. Rd. 37</u> Finch Ave. from Altona Rd. to Brock Rd. Pickering		37.1	5.8													Widen from 2 to 3 lanes.	
	Total Prior Budget Allocations																	0
	E.A.							500,000										500,000
	Design								500,000									500,000
	Property Acquisition									500,000								500,000
	Utility Relocation										1,000,000							1,000,000
	Construction												24,000,000					24,000,000
																26,500,000		
83	<u>Reg. Rd. 38</u> Whites Rd. from Bayly St. to Kingston Rd. Pickering		38.1	0.7													Beyond forecast widen road from 5 to 7 lanes, including structure widening.	
	Total Prior Budget Allocations																	0
	E.A.												500,000					500,000
	Design														500,000			500,000
	Property Acquisition																	0
	Utility Relocation																	0
	Construction																	0
																1,000,000		
84	<u>Reg. Rd. 38</u> Whites Rd. from north of Kingston Rd. to Finch Ave. Pickering		38.2	2.4													Widen road from 5 to 7 lanes, including structure replacement.	
	Total Prior Budget Allocations																	0
	E.A.							200,000										200,000
	Design								200,000									200,000
	Property Acquisition									300,000								300,000
	Utility Relocation										300,000							300,000
	Construction											19,800,000						19,800,000
																20,800,000		
85	<u>Reg. Rd. 41</u> Salem Rd. / Rossland Rd. Intersection Ajax		1.28	N/A													Intersection modifications.	
	Total Prior Budget Allocations																	0
	E.A.																	0
	Design							100,000										100,000
	Property Acquisition																	0
	Utility Relocation																	100,000
	Construction																	1,600,000
																1,800,000		



REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS				
							2020	2021	2022	2023	2024	2025	2026	2027	2028						
91	<u>Reg. Rd. 55</u> Townline Rd. from Beatrice Rd. to Taunton Rd. Oshawa/Clarington	R1821	55.3	0.9													Ave to Taunton Road and storm sewer from Beatrice Street to Taunton Road				
	Total Prior Budget Allocations															100,000					
	E.A.																50,000				
	Design																50,000				
	Property Acquisition																50,000				
	Utility Relocation																100,000				
	Construction																1,400,000				
																1,750,000					
92	<u>Reg. Rd. 56</u> Farewell St. from Harbour Rd. to Bloor St. Oshawa	R1720	N/A	1.6													Road rehabilitation/reconstruction.				
	Total Prior Budget Allocations																	350,000			
	E.A.																		0		
	Design																		0		
	Property Acquisition																		0		
	Utility Relocation																		0		
	Construction																		3,450,000		
																	3,800,000				
93	<u>Reg. Rd. 57</u> Bowmanville Ave. from Baseline Rd. to south of Reg. Hwy 2 Clarington	R1721	57.1	1.7													Widen road to 4 lanes from Baseline Rd. to S. of Hwy 2, including structure widening.				
	Total Prior Budget Allocations																		1,300,000		
	E.A.																			0	
	Design																			0	
	Property Acquisition																			0	
	Utility Relocation																			0	
	Construction																			15,400,000	
																		16,700,000			
94	<u>Reg. Rd. 57</u> Bowmanville Ave. from south of Reg. Hwy 2 to north of Stevens Rd. Clarington	R1309	57.1	0.5													Intersection modifications at Reg. Hwy. 2 and Stevens Rd.				
	Total Prior Budget Allocations																			1,680,000	
	E.A.																			0	
	Design																			0	
	Property Acquisition																			0	
	Utility Relocation																			0	
	Construction																			7,400,000	
																		9,080,000			
95	<u>Reg. Rd. 57</u> Bowmanville Ave. from north of Stevens Rd. to Nash Rd. Clarington		57.2	1.3													Widen road to 4 lanes from north of Stevens Rd. to Nash Rd.				
	Total Prior Budget Allocations																			0	
	E.A.																			0	
	Design																			500,000	
	Property Acquisition																			100,000	
	Utility Relocation																			500,000	
	Construction																			8,000,000	
																		9,100,000			

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2020	2021	2022	2023	2024	2025	2026	2027	2028			
96	<u>Reg. Rd. 57</u> Bowmanville Ave. from Taunton Rd. to Hwy 407 Clarington	R1722	N/A	2.1													Road rehabilitation/reconstruction in conjunction with bridge rehabilitation.	
	Total Prior Budget Allocations				250,000											250,000		
	E.A.															0		
	Design															0		
	Property Acquisition															0		
	Utility Relocation							50,000									50,000	
Construction						1,500,000								1,500,000				
																1,800,000		
97	<u>Reg. Rd. 57</u> Bowmanville Ave. / Concession 7 Intersection Clarington	R1919	1.46	N/A													Intersection modifications.	
	Total Prior Budget Allocations																0	
	E.A.							50,000										50,000
	Design								200,000									200,000
	Property Acquisition									100,000								100,000
	Utility Relocation										100,000							100,000
Construction								1,700,000						1,700,000				
																2,150,000		
98	<u>Reg. Rd. 57</u> Concession 7 to south limit of proposed roundabout at Region Road 3 Clarington	R1920	N/A	1.6													Road rehabilitation.	
	Total Prior Budget Allocations																0	
	E.A.																0	
	Design																0	
	Property Acquisition																0	
	Utility Relocation																0	
Construction						1,500,000								1,500,000				
																1,500,000		
99	<u>Reg. Rd. 57</u> Regional Road 57 from Hwy. 7A to urban limit south of Caesarea Scugog	R1921	N/A	2.7													Road rehabilitation.	
	Total Prior Budget Allocations																0	
	E.A.																0	
	Design																0	
	Property Acquisition																0	
	Utility Relocation																0	
Construction						1,400,000								1,400,000				
																1,400,000		
100	<u>Reg. Rd. 58</u> Manning Rd. / Brock St. Intersection Whitby	R1523	1.47	N/A													Intersection modifications.	
	Total Prior Budget Allocations				750,000												750,000	
	E.A.																0	
	Design																0	
	Property Acquisition																0	
	Utility Relocation																0	
Construction						2,000,000								2,000,000				
																2,750,000		

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2020	2021	2022	2023	2024	2025	2026	2027	2028				
101	<u>Reg. Rd. 58</u> Manning Rd. / Adelaide Ave. Interconnection from Garrard Rd. to Thornton Rd. Whitby / Oshawa	R0517	58.1	0.5	2,260,000												Construct new road to 3 lanes with new crossing of Corbett Creek.  <u>Associated Works</u> Water Supply - \$900,000		
	Total Prior Budget Allocations															2,260,000			
	E.A.																	0	
	Design																	0	
	Property Acquisition										6,000,000								6,000,000
	Utility Relocation									100,000									100,000
Construction						12,000,000							12,000,000						
																20,360,000			
102	<u>Reg. Rd. 58</u> Adelaide Ave. from Townline Rd. to Trulls Rd. Clarington	R0806	58.2	2.0	600,000												Construct new bridge crossing of Farewell Creek and construct new 3 lane road.  <u>Associated Works</u> Sanitary Sewer - \$14,200,000		
	Total Prior Budget Allocations																	600,000	
	E.A.																		0
	Design									500,000									500,000
	Property Acquisition									900,000		2,500,000	2,500,000						5,900,000
	Utility Relocation													250,000					250,000
Construction										22,000,000		22,000,000							
																29,250,000			
103	<u>Reg. Rd. 59</u> Gibb St. from east of Stevenson Rd. to Simcoe St. Oshawa	R0604	59.1	1.4	9,850,000												PH I: 2020 Glazier Medical Centre parking lot reconstruction. PH II: 2021 widen road from 3 to 4 lanes.  <u>Associated Works</u> Water Supply - \$900,000 Sanitary Sewer - \$270,000		
	Total Prior Budget Allocations																		9,850,000
	E.A.																		0
	Design									400,000									400,000
	Property Acquisition									1,000,000									1,000,000
	Utility Relocation										1,100,000								1,100,000
Construction					500,000	9,150,000						9,650,000							
																22,000,000			
104	<u>Reg. Rd. 59</u> Gibb St. / Olive Ave. Interconnection from Simcoe St. to Ritson Rd. Oshawa	R0116	59.2	1.0	6,585,670												Construct new road and widen existing from 2/3 to 4/5 lanes.  <u>Associated Works</u> Water Supply - \$175,000 Sanitary Sewer - \$175,000		
	Total Prior Budget Allocations																		6,585,670
	E.A.																		0
	Design											700,000							700,000
	Property Acquisition									1,000,000	1,000,000	500,000	550,000						3,050,000
	Utility Relocation													950,000					950,000
Construction									9,200,000			9,200,000							
																20,485,670			
105	<u>Reg. Rd. 60</u> Wentworth St. from Simcoe St. to Farewell St. Oshawa	R1823	N/A	1.5	100,000												Road rehabilitation/reconstruction.  <u>Associated Works</u> Water Supply - \$1,290,000		
	Total Prior Budget Allocations																		100,000
	E.A.																		0
	Design									100,000									100,000
	Property Acquisition																		0
	Utility Relocation																		0
Construction						2,036,000						2,036,000							
																2,236,000			

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2020	2021	2022	2023	2024	2025	2026	2027	2028			
106	<u>Reg. Hwy 2</u> Regional Highway 2 from Townline Rd. to Courice Rd. Clarington		102.5	2.9													Modify corridor	
	Total Prior Budget Allocations																0	
	E.A.								400,000								400,000	
	Design									200,000							200,000	
	Property Acquisition																0	
	Utility Relocation										200,000						200,000	
	Construction												3,500,000				3,500,000	
																	4,300,000	
107	<u>Reg. Hwy 2</u> Regional Highway 2 / Lambs Rd. Intersection Clarington	R1922	1.48	N/A													Intersection modifications.	
	Total Prior Budget Allocations																0	
	E.A.					50,000											50,000	
	Design						100,000										100,000	
	Property Acquisition							50,000									50,000	
	Utility Relocation								100,000								100,000	
	Construction									1,150,000							1,150,000	
																	1,450,000	
108	<u>Reg. Hwy 12</u> Baldwin St. from north of Taunton Rd. to north of Whitby	R1623	112.2	3.0													Widen road from 2 to 4/5 lanes.	
	Total Prior Budget Allocations					1,000,000											1,000,000	
	E.A.																0	
	Design																0	
	Property Acquisition						500,000										500,000	
	Utility Relocation								1,400,000								1,400,000	
	Construction									13,000,000							13,000,000	
																	15,900,000	
109	<u>Reg. Hwy 47</u> Regional Highway 47, from York Durham Line to Goodwood Rd. Uxbridge		147.1	3.4													Widen from 2 to 4 lanes with realignment at Goodwood.	
	Total Prior Budget Allocations																0	
	E.A.								500,000								500,000	
	Design									500,000							500,000	
	Property Acquisition										500,000						500,000	
	Utility Relocation										1,000,000						1,000,000	
	Construction											10,000,000					10,000,000	
																	12,500,000	
110	<u>Reg. Hwy 47</u> Regional Highway 47 / Concession 6 Intersection Uxbridge	R1826	1.49	N/A													Intersection modifications.	
	Total Prior Budget Allocations					50,000											50,000	
	E.A.									300,000							0	
	Design																300,000	
	Property Acquisition						50,000										50,000	
	Utility Relocation							100,000									100,000	
	Construction								1,200,000								1,200,000	
																	1,700,000	
<b>Widenings, Reconstructions, Rehabilitations, New Connections and Intersection / Corridor Modifications Totals</b>							<b>74,568,730</b>	<b>71,475,000</b>	<b>89,706,000</b>	<b>89,020,000</b>	<b>69,700,000</b>	<b>70,000,000</b>	<b>80,850,000</b>	<b>73,000,000</b>	<b>81,700,000</b>	<b>76,000,000</b>	<b>75,750,000</b>	<b>851,769,730</b>

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>Other Capital Program Items</b>																	
111	Miscellaneous Road and Storm Sewer Reconstruction Projects	M1953	N/A		350,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	<b>4,000,000</b>	Clarington: Reg. Hwy 2, Graham Creek slope stabilization
112	Road Resurfacing and Rehabilitation Preparatory Activities Allowance	R1997	N/A		350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	<b>3,500,000</b>	Allowance for resurfacing/rehabilitation projects preparatory activities (design/property/utility relocation).
113	Road Resurfacing and Rehabilitation Program	R1998	N/A		0	530,000	0	2,500,000	2,500,000	2,600,000	2,600,000	2,700,000	2,800,000	2,900,000	3,000,000	<b>22,130,000</b>	
114	Road Resurfacing/Rehabilitation Other Locations	R1999	N/A		350,000	5,625,000	464,000	16,503,000	31,464,000	40,061,000	37,226,000	42,768,000	37,237,000	33,829,000	43,028,000	<b>288,205,000</b>	
115	Bridge and Pavement Management Program	M1954	O.1		250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	<b>2,500,000</b>	Allowance for annual inventory updates and needs analysis (Structures portion to include biennial OSIM inspections, enhanced inspections, structural support services)
116	Signal Installation Program	M1921	1.99		1,600,000	1,700,000	1,700,000	1,700,000	1,700,000	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000	<b>17,330,000</b>	New traffic signals, upgrades and underground infrastructure modifications.
117	Signal Modernization Program	M1922	N/A		1,270,000	1,220,000	1,430,000	1,355,000	1,255,000	1,205,000	1,205,000	1,255,000	1,255,000	1,205,000	1,005,000	<b>12,390,000</b>	Operational modifications and life-cycle upgrades.
118	Accessible Pedestrian Signal (APS) Installation Program	T1946	N/A		500,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	<b>8,250,000</b>	Accessible pedestrian signals and infrastructure modifications to conform with AODA.
119	Advance Traffic Management Systems (ATMS) Upgrades	T1941	N/A		100,000	100,000	1,060,000	100,000	100,000	150,000	100,000	230,000	100,000	140,000	100,000	<b>2,180,000</b>	System replacement, display wall upgrades, infrastructure modifications.
120	Road Safety Program	M1952	N/A		600,000	700,000	900,000	900,000	900,000	1,000,000	800,000	900,000	900,000	900,000	1,000,000	<b>8,900,000</b>	New guiderail installations and upgrades, Road Safety and Engineering Studies.
121	Intelligent Transportation System (ITS) Projects	T1940	O.6		735,000	910,000	775,000	775,000	765,000	795,000	735,000	685,000	630,000	655,000	680,000	<b>7,405,000</b>	Traveler Information, Systems Integration, Incident Management
122	Uninterruptible Power Supply (UPS) Installation Program	T1950	N/A		150,000	150,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	<b>2,400,000</b>	Annual installation program developed based on a priority criteria matrix.
123	Engineering Activities	M1955	O.1		450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	<b>4,500,000</b>	Allowance for growth related staff and consultant engineering work required at locations not identified in current capital program.
124	Property Acquisition	M1928	O.2		98,290	125,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	<b>1,025,000</b>	Allowance for growth related land purchases at locations not identified in current capital program.
125	Roadside Landscaping Projects	M1929	O.3		150,000	200,000	250,000	250,000	250,000	150,000	150,000	150,000	150,000	150,000	150,000	<b>1,850,000</b>	Allowance for boulevard enhancements (i.e. tree planting), replace dead ash trees.
126	Transportation Plans and Studies	R1009	O.5		150,000	150,000	150,000	150,000	150,000	150,000	500,000	150,000	150,000	150,000	150,000	<b>1,850,000</b>	Allowance to address TMP recommended actions and TMP updates.
127	Contingencies Development Related	M1930	O.4		1,000,000	335,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	<b>3,035,000</b>	
128	Contingencies Non-Development Related	M1931	N/A		100,000	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	<b>950,000</b>	
129	Regional Share of Services for Residential Subdivision Development	M1910	O.8		300,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	300,000	300,000	300,000	300,000	300,000	<b>10,800,000</b>	Allowance for Region's share of road and storm infrastructure costs associated with development.
<b>Other Capital Program Items Totals</b>					<b>8,503,290</b>	<b>15,445,000</b>	<b>11,379,000</b>	<b>28,883,000</b>	<b>43,734,000</b>	<b>52,516,000</b>	<b>49,371,000</b>	<b>54,293,000</b>	<b>48,327,000</b>	<b>45,034,000</b>	<b>54,218,000</b>	<b>403,200,000</b>	

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
<b>Structure Rehabilitations and Replacements</b>																	
130	Structure Investigation Program	R1904	N/A		75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	Allowance to complete structure investigations, including deck condition surveys, timber investigations, structural evaluations, load limit assessments, etc.
131	Bridge Deck Repairs Program	R1905	N/A		150,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000	Allowance for concrete bridge deck repairs, including spall repairs, deck waterproofing, barrier wall upgrades, etc.
132	Expansion Joint Replacement Program	R1906	N/A		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000	Allowance to replace expansion joints.
133	Culvert Repairs Program	R1907	N/A		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000	Allowance to repair culverts, including linings, concrete repairs, extensions, installing headwalls, etc.
134	<u>Reg. Rd. 2</u> Simcoe St. / Oshawa Creek Bridge, 0.75 km north of Taunton Rd. Oshawa	R1624	N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				150,000											150,000	
	E.A.															0	
	Design					25,000										25,000	
	Property Acquisition					50,000										50,000	
	Utility Relocation					100,000										100,000	
	Construction						4,200,000									4,200,000	
																4,525,000	
135	<u>Reg. Rd. 2</u> Seagrave Bridge, 0.55 km south of Saintfield Rd. Scugog		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations															0	
	E.A.															0	
	Design							150,000								150,000	
	Property Acquisition															0	
	Utility Relocation															0	
	Construction								2,000,000							2,000,000	
																2,150,000	
136	<u>Reg. Rd. 3</u> Bickle Bridge, 1.1 km east of Thickson Rd. Whitby		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations															0	
	E.A.															0	
	Design									125,000						125,000	
	Property Acquisition															0	
	Utility Relocation															0	
	Construction											2,000,000				2,000,000	
																2,125,000	
137	<u>Reg. Rd. 3</u> Winchester Rd. Culvert, 0.3 km west of Given Rd. Oshawa		N/A	N/A													Culvert rehabilitation.
	Total Prior Budget Allocations															0	
	E.A.															0	
	Design								75,000							75,000	
	Property Acquisition															0	
	Utility Relocation															0	
	Construction									1,000,000						1,000,000	
																1,075,000	

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
138	<u>Reg. Rd. 3</u> Enniskillen Bridge, 2.1 km west of Scugog Rd., Reg. Rd. 57 Clarington		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design								200,000								200,000
	Property Acquisition																0
	Utility Relocation																0
Construction										2,400,000						2,400,000	
																	<b>2,600,000</b>
139	<u>Reg. Rd. 4</u> W.A. Twelvvetrees Bridge, 0.3 km east of Whites Rd., Reg. Rd. 38 Pickering	R1111	N/A	N/A													Bridge rehabilitation of existing 4 lane structure. Timing subject to coordination with future widening of structure.
	Total Prior Budget Allocations				220,000												220,000
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																0
Construction							2,100,000									2,100,000	
																	<b>2,320,000</b>
140	<u>Reg. Rd. 4</u> Taunton Rd. Culvert, 0.9 km east of Courtoice Rd. Clarington		N/A	N/A													Culvert rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design							75,000									75,000
	Property Acquisition																0
	Utility Relocation																0
Construction									1,000,000							1,000,000	
																	<b>1,075,000</b>
141	<u>Reg. Rd. 4</u> Hampton Bridge, 1.0 km west of Reg. Rd. 57. Clarington	R1923	N/A	N/A													Bridge rehabilitation/replacement in conjunction with road rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design					200,000											200,000
	Property Acquisition																0
	Utility Relocation																0
Construction							1,700,000									1,700,000	
																	<b>1,900,000</b>
142	<u>Reg. Rd. 4</u> Soper Creek Bridge, 2.97 km east of Liberty St. Clarington		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design							125,000									125,000
	Property Acquisition																0
	Utility Relocation																0
Construction									1,500,000							1,500,000	
																	<b>1,625,000</b>

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
143	<u>Reg. Rd. 4</u> Wilmot Creek Bridge, 1.3 km east of Regional Road 42 Clarington		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design										125,000						125,000
	Property Acquisition																0
	Utility Relocation																0
Construction													2,000,000			2,000,000	
																	2,125,000
144	<u>Reg. Rd. 6</u> Saintfield Rd. Bridge, 4 km east of Highway 12 Scugog	R1626	N/A	N/A													Replace bridge over Layton River.
	Total Prior Budget Allocations				400,000												400,000
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																0
Construction							2,500,000									2,500,000	
																	2,900,000
145	<u>Reg. Rd. 8</u> Siloam Bridge , 0.75 km west of Uxbridge Township Concession Rd. 3 Uxbridge	R1409	N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				300,000												300,000
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																0
Construction							1,100,000									1,100,000	
																	1,400,000
146	<u>Reg. Rd. 8</u> Reach St. Culvert, 0.4 km east of Lake Ridge Rd. Scugog		N/A	N/A													Culvert rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design												75,000				75,000
	Property Acquisition																0
	Utility Relocation																0
Construction													1,000,000			1,000,000	
																	1,075,000
147	<u>Reg. Rd. 8</u> Nonquon Bridge, 0.45 km west of Highway 12 Scugog	R1924	N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design					100,000											100,000
	Property Acquisition																0
	Utility Relocation																0
Construction							1,300,000									1,300,000	
																	1,400,000

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2020	2021	2022	2023	2024	2025	2026	2027	2028			
148	<u>Reg. Rd. 11</u> Smith Bridge, 1.1 km west of Uxbridge Township Concession Road 3 Uxbridge	R1925	N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations															0		
	E.A.															0		
	Design							100,000									100,000	
	Property Acquisition																0	
	Utility Relocation																0	
Construction								1,300,000						1,300,000				
														1,400,000				
149	<u>Reg. Rd. 12</u> Dobson Bridge, 0.2 km east of McRae St. Brock		N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations															0		
	E.A.															0		
	Design								125,000								125,000	
	Property Acquisition																0	
	Utility Relocation																0	
Construction											1,500,000			1,500,000				
														1,625,000				
150	<u>Reg. Rd. 13</u> Laurie Bridge, Zephyr Rd., 0.95 km west of Concession Road V1 Uxbridge	R1926	N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations															0		
	E.A.															0		
	Design							100,000									100,000	
	Property Acquisition																0	
	Utility Relocation																0	
Construction								1,300,000						1,300,000				
														1,400,000				
151	<u>Reg. Rd. 15</u> Beaverton River Bridge, 0.1 km west of Highway 12 Brock	R1628	N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations							200,000									200,000	
	E.A.																0	
	Design							100,000									100,000	
	Property Acquisition																0	
	Utility Relocation																0	
Construction								4,200,000						4,200,000				
														4,500,000				
152	<u>Reg. Rd. 15</u> McRae Bridge, 1.0 km west of Thorah Sideroad Brock		N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations																0	
	E.A.																0	
	Design												125,000				125,000	
	Property Acquisition																0	
	Utility Relocation																0	
Construction												2,000,000		2,000,000				
														2,125,000				

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS				
							2020	2021	2022	2023	2024	2025	2026	2027	2028						
153	<u>Reg. Rd. 16</u> Ritson Rd. / CP Overpass, 0.2 km south of Olive Ave. Oshawa	R1629	N/A	N/A													Bridge rehabilitation.  Coordinate with Metrolinx extension to Bowmanville.				
	Total Prior Budget Allocations																	250,000	250,000		
	E.A.																			0	
	Design																			0	
	Property Acquisition																			0	
	Utility Relocation																			0	
	Construction											4,000,000									4,000,000
															4,250,000						
154	<u>Reg. Rd. 16</u> Ritson Rd. / CNR Overhead, 0.2 km south of Bloor St. Oshawa	R1411	N/A	N/A													Bridge rehabilitation. 50% of costs to be recovered from CNR as per Board Order No. 98034				
	Total Prior Budget Allocations																		240,000	240,000	
	E.A.																			0	
	Design																			0	
	Property Acquisition																			0	
	Utility Relocation																			0	
	Construction												4,000,000								4,000,000
															4,240,000						
155	<u>Reg. Rd. 16</u> Ritson Rd. Lot 8/9 Concession 4 Culvert, 0.01 km North of Given Rd. Oshawa		N/A	N/A													Culvert rehabilitation.				
	Total Prior Budget Allocations																			0	
	E.A.																			0	
	Design											75,000									75,000
	Property Acquisition																				0
	Utility Relocation																				0
	Construction													1,000,000							1,000,000
															1,075,000						
156	<u>Reg. Rd. 18</u> Newtonville Rd. Culvert, 0.37 km south of Concession Rd. 3 Clarington		N/A	N/A													Culvert rehabilitation.				
	Total Prior Budget Allocations																			0	
	E.A.																			0	
	Design											75,000									75,000
	Property Acquisition																				0
	Utility Relocation																				0
	Construction													1,000,000							1,000,000
															1,075,000						
157	<u>Reg. Rd. 18</u> Newtonville Rd. Culvert, 0.1 km north of Concession Rd. 4 Clarington		N/A	N/A													Culvert rehabilitation.				
	Total Prior Budget Allocations																			0	
	E.A.																			0	
	Design											75,000									75,000
	Property Acquisition																				0
	Utility Relocation																				0
	Construction													1,000,000							1,000,000
															1,075,000						

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
158	<u>Reg. Rd. 18</u> Kendal Bridge, 1.18 km south of Ganaraska Rd. Clarington		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design													125,000			125,000
	Property Acquisition																0
	Utility Relocation																0
Construction														2,000,000		2,000,000	
																	2,125,000
159	<u>Reg. Rd. 22</u> Bloor St. W. Over Oshawa Creek, 0.2 km west of Simcoe St. S. Oshawa		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design							200,000									200,000
	Property Acquisition																0
	Utility Relocation																0
Construction										2,500,000						2,500,000	
																	2,700,000
160	<u>Reg. Rd. 22</u> Bloor St. E. Over Farewell Creek Bridge, 0.5 km E. of Harmony Rd. Oshawa		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design								200,000								200,000
	Property Acquisition																0
	Utility Relocation																0
Construction											1,800,000					1,800,000	
																	2,000,000
161	<u>Reg. Rd. 23</u> Beaverton Bridge, 50 m north of Simcoe St. Brock	R1209	N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations					200,000											200,000
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																0
Construction							3,100,000									3,100,000	
																	3,300,000
162	<u>Reg. Rd. 23</u> White's Creek Bridge, 1.45 km north of Simcoe St. Brock	R1827	N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations					550,000											550,000
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																0
Construction								200,000								200,000	
																	750,000

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS		
							2020	2021	2022	2023	2024	2025	2026	2027	2028				
163	<u>Reg. Rd. 28</u> Rosland Rd. Over Oshawa Creek, 0.45 km east of Park Rd. Oshawa	R1927	N/A	N/A													Bridge rehabilitation.		
	Total Prior Budget Allocations															0			
	E.A.															0			
	Design															250,000			
	Property Acquisition															0			
	Utility Relocation															0			
Construction											3,900,000				3,900,000				
																	4,150,000		
164	<u>Reg. Rd. 29</u> Liverpool Rd. Over CNR Bridge, 0.1 km north of Bayly St. Pickering	R1630	N/A	N/A													Beyond forecast bridge rehabilitation.		
	Total Prior Budget Allocations																	100,000	
	E.A.																		0
	Design																		150,000
	Property Acquisition																		0
	Utility Relocation																		0
Construction													0						
																	250,000		
165	<u>Reg. Rd. 31</u> Westney Rd. CPR Overhead, 0.4 km north of Taunton Rd. Ajax		N/A	N/A													Bridge rehabilitation.		
	Total Prior Budget Allocations																		0
	E.A.																		0
	Design																		200,000
	Property Acquisition																		0
	Utility Relocation																		0
Construction													2,500,000						
																	2,700,000		
166	<u>Reg. Rd. 31</u> Bayles Bridge, 2.8 km east of Brock Rd. Ajax		N/A	N/A													Bridge rehabilitation.		
	Total Prior Budget Allocations																		0
	E.A.																		0
	Design																		175,000
	Property Acquisition																		0
	Utility Relocation																		0
Construction													2,000,000						
																	2,175,000		
167	<u>Reg. Rd. 33</u> Harmony Rd. Over CPR Overhead, 0.2 km south of Olive Ave. Oshawa		N/A	N/A													Bridge rehabilitation.  Coordinate with Metrolinx extension to Bowmanville.		
	Total Prior Budget Allocations																		0
	E.A.																		0
	Design																		200,000
	Property Acquisition																		0
	Utility Relocation																		0
Construction													2,500,000						
																	2,700,000		

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS
							2020	2021	2022	2023	2024	2025	2026	2027	2028		
168	<u>Reg. Rd. 33</u> Hoskin Bridge, 0.55 km north of Rossland Rd. East Oshawa		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design											125,000					125,000
	Property Acquisition																0
	Utility Relocation																0
Construction													2,000,000			2,000,000	
																	2,125,000
169	<u>Reg. Rd. 35</u> Wilson Rd. North Pedestrian Underpass, 0.69 km north of Rossland Rd. East Oshawa		N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations																0
	E.A.																0
	Design													100,000			100,000
	Property Acquisition																0
	Utility Relocation																0
Construction														1,500,000		1,500,000	
																	1,600,000
170	<u>Reg. Rd. 43</u> Cochrane St. / CP Overpass, 0.7 km south of Rossland Rd. Whitby	R1420	N/A	N/A													Bridge replacement.
	Total Prior Budget Allocations				4,250,000												4,250,000
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																0
Construction					2,450,000											2,450,000	
																	6,700,000
171	<u>Reg. Rd. 45</u> Henry St. CNR Overpass, 0.4 km north of Victoria St. Whitby		N/A	N/A													Beyond forecast bridge replacement.
	Total Prior Budget Allocations																0
	E.A.										100,000						100,000
	Design											300,000					300,000
	Property Acquisition													100,000			100,000
	Utility Relocation																0
Construction																0	
																	500,000
172	<u>Reg. Rd. 46</u> Brock St. CNR Overpass Bridge, 0.1 km south of Hwy. 401 Whitby	R1724	N/A	N/A													Bridge rehabilitation.
	Total Prior Budget Allocations				150,000												150,000
	E.A.																0
	Design																0
	Property Acquisition																0
	Utility Relocation																0
Construction												1,750,000				1,750,000	
																	1,900,000

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2020	2021	2022	2023	2024	2025	2026	2027	2028			
173	<u>Reg. Rd. 50</u> Morgan Bridge, 3.1 km east of Reg. Rd. 51 Brock		N/A	N/A													Bridge rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.	
	Total Prior Budget Allocations																	0
	E.A.																	0
	Design										200,000							200,000
	Property Acquisition																	0
	Utility Relocation																	0
	Construction											2,000,000						2,000,000
																	2,200,000	
174	<u>Reg. Rd. 50</u> Trent Canal Overpass, 5.3 km east of Reg. Rd. 51 Brock	R1631	N/A	N/A													Bridge rehabilitation. This boundary bridge is a partnership project with Simcoe County. 50% of costs to be recovered by Simcoe County.	
	Total Prior Budget Allocations				200,000													200,000
	E.A.																	0
	Design																	0
	Property Acquisition																	0
	Utility Relocation																	0
	Construction					3,100,000												3,100,000
																	3,300,000	
175	<u>Reg. Rd. 53</u> Stevenson Rd. CNR Overpass, 0.9 km north of Wentworth St. Oshawa		N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations																	0
	E.A.																	0
	Design										200,000							200,000
	Property Acquisition																	0
	Utility Relocation																	0
	Construction												2,500,000					2,500,000
																	2,700,000	
176	<u>Reg. Rd. 53</u> Stevenson Rd. Over CPR Overpass, 0.4 km north of Lavelle St. Oshawa		N/A	N/A													Bridge rehabilitation.  Coordinate with Metrolinx extension to Bowmanville.	
	Total Prior Budget Allocations																	0
	E.A.																	0
	Design										200,000							200,000
	Property Acquisition																	0
	Utility Relocation																	0
	Construction												2,500,000					2,500,000
																	2,700,000	
177	<u>Reg. Rd. 54</u> Park Rd. CPR Overpass, 0.48 km south of Gibb St. Oshawa		N/A	N/A													Beyond forecast bridge rehabilitation.  Coordinate with Metrolinx extension to Bowmanville.	
	Total Prior Budget Allocations																	0
	E.A.																	0
	Design													150,000				150,000
	Property Acquisition																	0
	Utility Relocation																	0
	Construction																	0
																	150,000	

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS					
							2020	2021	2022	2023	2024	2025	2026	2027	2028							
178	<u>Reg. Rd. 57</u> Bowmanville Creek Bridge, 1.9 km north of Region Highway 2 Clarington	R1529	N/A	N/A													Bridge rehabilitation.					
	Total Prior Budget Allocations															150,000		150,000				
	E.A.																		0			
	Design																		50,000			
	Property Acquisition																		0			
	Utility Relocation																		0			
Construction												2,500,000	2,500,000									
																	2,700,000					
179	<u>Reg. Rd. 57</u> Robins Bridge, 0.77 km north of Taunton Rd. Clarington	R1728	N/A	N/A													Bridge rehabilitation in conjunction with road rehabilitation.					
	Total Prior Budget Allocations																	100,000	100,000			
	E.A.																			0		
	Design																			0		
	Property Acquisition																			0		
	Utility Relocation																			0		
Construction													1,200,000	1,200,000								
																	1,300,000					
180	<u>Reg. Rd. 57</u> Burketon Overpass Bridge, 3.3 km south of Shirley Rd. Clarington	R1633	N/A	N/A													2019 Interim repairs. 2023 Bridge Replacement.					
	Total Prior Budget Allocations																		650,000	650,000		
	E.A.																				0	
	Design																				300,000	
	Property Acquisition																				0	
	Utility Relocation																				50,000	
Construction														50,000	4,000,000							
																	5,000,000					
181	<u>Reg. Rd. 58</u> Manning Rd. Culvert, 0.3 km east of Thickson Rd Whitby	R1634	N/A	N/A													Culvert rehabilitation.					
	Total Prior Budget Allocations																			25,000	25,000	
	E.A.																					0
	Design																					50,000
	Property Acquisition																					0
	Utility Relocation																					0
Construction															1,000,000	1,000,000						
																	1,075,000					
182	<u>Reg. Rd. 58</u> Adelaide Ave. W. Over Oshawa Creek Bridge, 0.6 km west of Simcoe St. Oshawa		N/A	N/A													Bridge rehabilitation.					
	Total Prior Budget Allocations																				0	
	E.A.																					0
	Design																					180,000
	Property Acquisition																					0
	Utility Relocation																					0
Construction															2,400,000	2,400,000						
																	2,580,000					

REGION OF DURHAM, WORKS DEPARTMENT

APPROVED 2019 CAPITAL BUDGET AND NINE YEAR FORECAST

ITEM No.	LOCATION AND COST COMPONENT	Project Number	DC Item #	LENGTH (km)	BUDGET PRIOR TO 2019	2019 CAPITAL BUDGET										TOTAL PROJECT COST	DESCRIPTION AND REMARKS	
							2020	2021	2022	2023	2024	2025	2026	2027	2028			
183	<u>Reg. Rd. 58</u> Adelaide Ave. Culvert, 0.05 km West of Wilson Rd. Oshawa		N/A	N/A													Culvert rehabilitation.	
	Total Prior Budget Allocations																0	
	E.A.																0	
	Design											75,000					75,000	
	Property Acquisition																0	
	Utility Relocation																0	
	Construction													1,000,000			1,000,000	
																	1,075,000	
184	<u>Reg. Rd. 59</u> Gibb St. Over Oshawa Creek Bridge, 0.4 km east of Park Rd. Oshawa	R1729	N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations				275,000												275,000	
	E.A.																0	
	Design																0	
	Property Acquisition																0	
	Utility Relocation																0	
	Construction						4,100,000										4,100,000	
																	4,375,000	
185	<u>Reg. Hw. 2</u> Kingston Rd. Over Duffins Creek , 0.6 km west of Church St. Ajax		N/A	N/A													Bridge rehabilitation.	
	Total Prior Budget Allocations																0	
	E.A.																0	
	Design							200,000									200,000	
	Property Acquisition																0	
	Utility Relocation																0	
	Construction								3,000,000								3,000,000	
																	3,200,000	
<b>structure Rehabilitations and Replacements Totals</b>							8,845,000	7,585,000	13,010,000	11,635,000	13,760,000	13,115,000	12,360,000	8,835,000	15,260,000	11,710,000	8,510,000	124,625,000
<b>GRAND TOTAL</b>							91,917,020	94,505,000	114,095,000	129,538,000	127,194,000	135,631,000	142,581,000	136,128,000	145,287,000	132,744,000	138,478,000	1,388,098,020

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**2019 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 blue box, tires, waste electronics and Municipal Hazardous or Special Waste (MHSW).
- ◆ Operate three waste transfer facilities.
- ◆ Durham/York Energy Centre disposal of residual waste, energy production and scrap metal recovery.
- ◆ 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, newspaper media presentations
- ◆ Enforcement of Waste By-law 46-2011, governing the provision of Regional 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.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
◆ Explore the feasibility of reclaiming landfill sites for passive recreation uses.	



**2019 Business Plan**

**Works - Solid Waste Management**

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

**Strategic Goals**

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

## PROGRAM SUMMARY



### 2019 Business Plan

### Works - Solid Waste Management

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
Expense Programs	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
<b>WASTE MANAGEMENT FACILITIES:</b>					
1 Oshawa	(158)	72	54	(75)	(21)
2 Scugog	(32)	(115)	(109)	(1)	(110)
3 Brock	35	46	6	9	15
4 Pickering	16	(14)	7	1	8
5 Clarington Environmental Facility	-	91	117	-	117
6 Durham Material Recovery Facility	-	-	-	-	-
7 Durham York Energy Centre	6,921	7,188	8,258	(163)	8,095
Subtotal	<b>6,782</b>	<b>7,268</b>	<b>8,333</b>	<b>(229)</b>	<b>8,104</b>
<b>COLLECTION, PROCESSING, DISPOSAL:</b>					
<b>8 Collection Services</b>					
(a) Garbage	4,715	4,346	4,941	150	5,091
(b) Blue Box Curbside Recycle	11,738	10,988	12,100	395	12,495
(c) Composting	3,267	3,132	3,486	(32)	3,454
(d) Other Diversion	74	87	90	5	95
<b>Processing and Disposal</b>					
<b>8 Services</b>					
(e) Garbage	1,919	1,703	1,965	(40)	1,925
(f) Blue Box Curbside Recycle	4,445	4,543	4,659	(196)	4,463
(g) Composting	6,845	6,818	7,025	(126)	6,899
(h) Other Diversion	17	17	17	2	19
(i) Diversion Promotional Items	305	353	346	-	346
(j) Waste Composition Study	993	1,306	-	-	-
Subtotal	<b>34,318</b>	<b>33,293</b>	<b>34,629</b>	<b>158</b>	<b>34,787</b>
<b>COMMON SERVICES COSTS:</b>					
9 Waste Administration	3,672	4,161	4,270	(13)	4,257
10 Administration	416	416	433	(1)	432
11 Facilities Management	2,191	2,141	2,221	78	2,299
12 Headquarters Shared Cost	201	201	182	24	206
13 Regional Corporate Costs	3,673	3,673	3,681	-	3,681
14 Waste Management Centre	689	691	698	89	787
15 Community Outreach	408	408	408	-	408
16 Environmental Studies	325	377	377	-	377
Subtotal	<b>11,575</b>	<b>12,068</b>	<b>12,270</b>	<b>177</b>	<b>12,447</b>
<b>Total Operating Program Expenses</b>	<b>52,675</b>	<b>52,629</b>	<b>55,232</b>	<b>106</b>	<b>55,338</b>

## PROGRAM SUMMARY



### 2019 Business Plan

### Works - Solid Waste Management

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
<b>17 Blue Box Recoveries &amp; Subsidies:</b>					
Industry Funding	(5,762)	(5,762)	(5,762)	-	(5,762)
Revenues - Diversion Materials	(4,310)	(5,167)	(5,167)	2,368	(2,799)
Contribution from Waste Management Reserve Fund	-	-	-	(1,250)	(1,250)
<b>Total Revenue &amp; Recoveries</b>	<b>(10,072)</b>	<b>(10,929)</b>	<b>(10,929)</b>	<b>1,118</b>	<b>(9,811)</b>
<b>Net Program Expenses</b>	<b>42,603</b>	<b>41,700</b>	<b>44,303</b>	<b>1,224</b>	<b>45,527</b>
<b>18 Tangible Capital Assets:</b>					
1 Operations - New	153	153	-	-	-
2 Operations - Replacement	471	471	247	900	1,147
3 Facilities - New	70	70	-	-	-
4 Facilities - Replacement	339	339	-	-	-
5 Major Capital Projects	-	-	-	1,803	1,803
<b>Net Tangible Capital Assets</b>	<b>1,033</b>	<b>1,033</b>	<b>247</b>	<b>2,703</b>	<b>2,950</b>
<b>Net Program Expenses</b>	<b>43,636</b>	<b>42,733</b>	<b>44,550</b>	<b>3,927</b>	<b>48,477</b>

Summary of Increase (Decrease)

\$1,817		
4.25%	→	\$5,744
→	→	13.44%

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	147	Economic increases
Salaries & Benefits	101	Annualization (2.356 positions)
Operating Expenses	124	Inflationary increases (other)
Haulage and Disposal Contracts	2,966	Contract price increases
Contract Cost	(442)	Removal of one-time item (Waste Composition Study)
Fees & Service Charges	(187)	Inflationary increases (various)
Minor Assets & Equipment	(25)	Remove one-time items (various)
Major Repairs & Renovations	(81)	Remove one-time items (various)
Tangible Capital Assets - New/Replacement	(786)	Remove one-time items (various)
	<b>1,817</b>	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Works - Solid Waste Management

\$ 000's

### Waste Management Facilities

#### Oshawa Waste Management Facility

♦ Net decrease in costs for disposal, processing and haulage of municipal hazardous or special waste (MHSW) based on forecasted tonnes	(22)
♦ Adjustments to revenues and industry subsidies resulting from:	
♦ Net decrease in subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship), tires (Ontario Tire Stewardship) and MHSW related to change in tonnes	15
♦ Net increase in user fees are for other chargeable materials related to change in chargeable fee tonnes	(68)
	(75)

#### Scugog Waste Management Facility

♦ Proposed new position representing 1.000 FTE, to start July 1st, 2019:	40
♦ One (1) Waste Disposal Clerk to maintain service level requirements. This position is a conversion of a temporary resource to a permanent position. (Annualized impact is \$80.5k)	
♦ Decrease in temporary pay related to conversion of part-time position to full-time, as listed above	(40)
♦ Increase in costs for disposal, processing and haulage of materials such as garbage, wood, yard waste and MHSW based on forecasted tonnes	8
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	(10)
♦ Adjustments to revenues and industry subsidies resulting from:	
♦ Net decrease in subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship), tires (Ontario Tire Stewardship) and MHSW related to change in tonnes	5
♦ Net increase in user fees are for other chargeable materials related to change in chargeable fee tonnes	(4)
	(1)

#### Brock Waste Management Facility

♦ Increase in costs for disposal, processing and haulage of materials such as garbage, wood, yard waste and MHSW based on forecasted tonnes	23
♦ Adjustments to revenues and industry subsidies resulting from:	
♦ Net decrease in subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship), tires (Ontario Tire Stewardship) and MHSW related to change in tonnes	3
♦ Net increase in user fees are for other chargeable materials related to change in chargeable fee tonnes	(17)
	9

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Works - Solid Waste Management

\$ 000's

### Waste Management Facilities (continued)

#### Pickering Waste Management Facility

◆ Increased cost for disposal, processing and haulage of MHSW based on forecasted tonnes	7
◆ Adjustments to revenues and industry subsidies resulting from:	
◆ Increase in subsidy for MHSW related to change in tonnes	(2)
◆ Net increase in user fees are for other chargeable materials related to change in chargeable fee tonnes	(4)
	1

#### Durham Material Recovery Facility

◆ Increase in costs for the removal of residual waste from recyclable materials at the Material Recovery Facility (MRF)	13
◆ Decrease in processing costs due to anticipated tonnage and processing changes	(164)
◆ Decrease in recoveries from recycling programs due to anticipated tonnage and processing changes	196
◆ Increase in recoveries to align with the removal of residual waste from recyclable materials	(45)
	-

#### Durham York Energy Centre

◆ Increase in projected volume of by-pass waste in excess of tonnage above the 110,000 metric tonne	75
◆ Decrease in conference (-1k); consulting and professional costs (-352k); and hardware and software maintenance (-50k) to reflect actual cost and forecasted requirements for ongoing operational support	(403)
◆ Increase in legal costs for ongoing operational and technical support	100
◆ Decrease in recovery from York Region as a result of changes to the ongoing operational and technical support costs	65
	(163)

### Collection, Processing, Disposal

#### Collection Services

◆ Increase in collection costs resulting from forecasted increase in stops based on Regional growth estimates	518
	518

#### Processing & Disposal Services

◆ Adjustments in costs due to revised tonnage estimates for organics and yard waste (-\$126k); blue box (-\$194k); garbage (-\$40k)	(360)
	(360)
	158

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Works - Solid Waste Management

\$ 000's

### Common Services Costs

#### Waste Administration

- ◆ Adjustments to various accounts to reflect actual costs and forecasted requirements
(13)
- (13)

#### Administration

- ◆ Adjustments to various accounts to reflect actual costs and forecasted requirements
(1)
- (1)

#### Facilities Management

- ◆ Proposed new positions representing 0.110 FTEs, effective July 1st, 2019:
  - ◆ Two (2) Technical Assistants to provide support for the administration of corporate facility maintenance contracts. Both of these positions are conversions of long-term temporary resources to permanent full-time positions. These positions are shared with General Tax, Water Supply, and Sanitary Sewerage (Annualized impact is \$9.5k) (0.110 FTEs) 5
- ◆ Decrease in temporary salary budget related to conversions of temporary positions to full-time, as listed above (5)
- ◆ Increase in major repairs and renovations for asphalt maintenance at the waste management facilities 70
- ◆ Adjustments to various accounts to reflect actual costs and forecasted requirements 8
- 78

#### Headquarters Shared Cost

- ◆ Solid Waste Management share of costs related to the operation and maintenance of the Regional Headquarters 24
- 24

#### Waste Management Centre

- ◆ Proposed new position representing 1.000 FTE, effective July 1st, 2019:
  - ◆ One (1) Clerk 2 position to perform call centre duties and to provide administrative support to the call centre operations. This position is a conversion of a temporary position to a permanent resource. (Annualized impact is \$78.8k) 39
- ◆ Blue Box supplies for litter mitigation 50
- 89

### Revenues

#### Revenues - Diversion Materials

- ◆ Change in revenues from marketed diversion materials based on revised tonnage estimates and declining market prices 1,817
- ◆ Costs associated with the diversion of recyclable materials 551
- ◆ Contribution from Solid Waste Management Reserve Fund to help phase the impacts to marketed revenues resulting from the China Sword policy (1,250)
- 1,118

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Works - Solid Waste Management

\$ 000's

### 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.	900
	<hr/>
	900

### Major Capital Projects

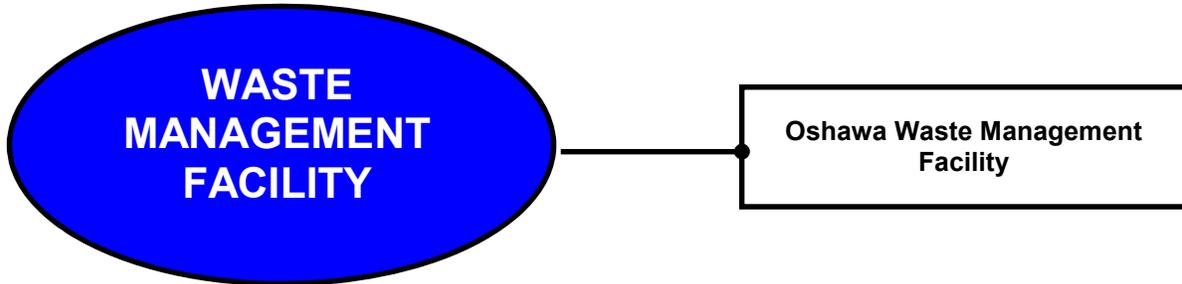
◆ Costs related to the Durham/York Energy Centre Expansion (\$60k); Material Recovery Facility equipment up-grades (\$1.13M); modifications to Waste Management Facilities (\$160k); development of a new Long-Term Waste Management Strategy (\$200k) and Landfill Remediation/Reclamation (\$253k)	1,803
	<hr/>
	1,803
<b>Total Program Changes</b>	<hr/> <b>3,927</b> <hr/>

# PROGRAM 1 OSHAWA WASTE MANAGEMENT FACILITY



## 2019 Program Detail

## Works - Solid Waste Management



### Purpose:

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

### Description of Program Activities:

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

### Description of Program Resources:

◆ 2019 Full Time Staff	17.000
2018 Full Time Staff	17.000

# PROGRAM 1 OSHAWA WASTE MANAGEMENT FACILITY



## 2019 Program Detail

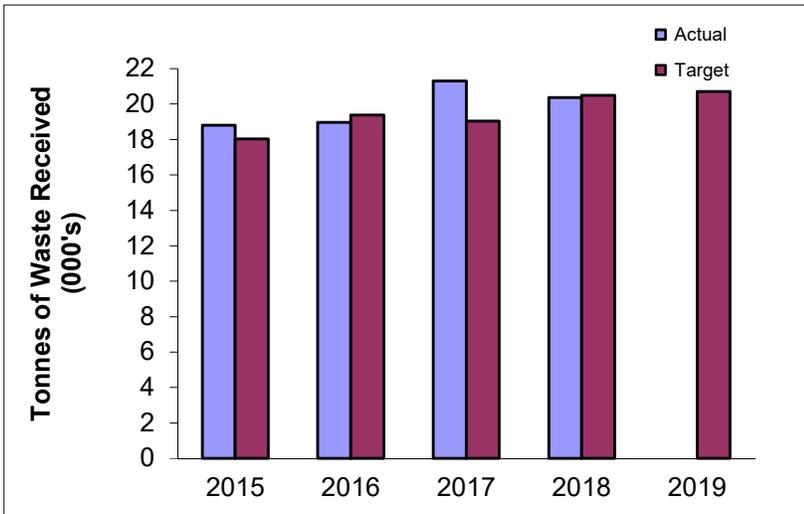
## Works - Solid Waste Management

### Performance Measurements:

In 2019:

- ◆ More than 215,000 customer vehicles are estimated to visit this site
- ◆ Estimated 20,700 tonnes of garbage, recyclables, compostables and re-useables to be received
- ◆ Estimated 6,000 tonnes of waste to be recycled, composted, or re-used

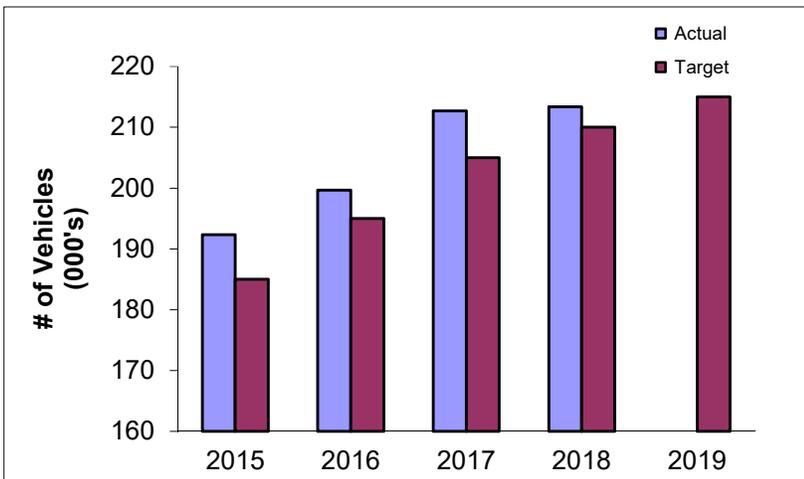
### Community Impact:



#### Tonnes of All Waste Received

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

### Community Impact:



#### # of Customers Serviced

*The number of customers serviced is indicative of service levels provided to the public at this facility.*

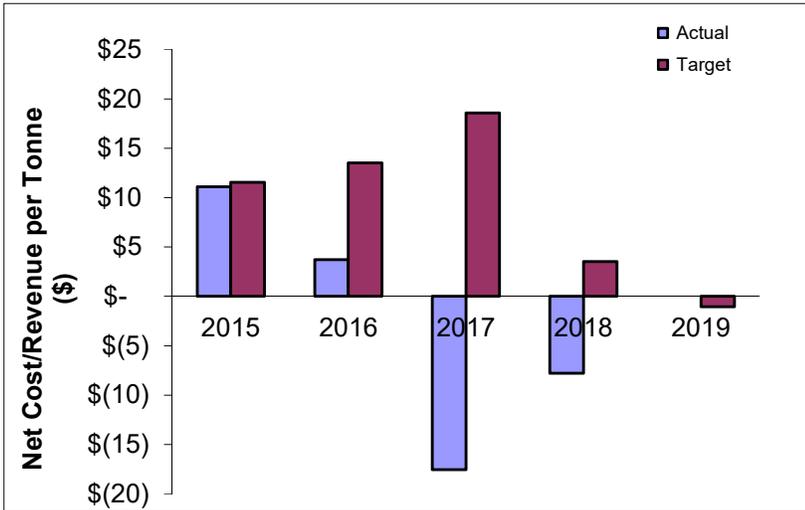
**PROGRAM 1  
OSHAWA WASTE MANAGEMENT FACILITY**



**2019 Program Detail**

**Works - Solid Waste Management**

**Efficiency:**



**Net Cost/Revenue per Tonne**

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

**PROGRAM 1  
OSHAWA WASTE MANAGEMENT FACILITY**



**2019 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,238	1,484	1,490	-	1,490
Personnel Related	2	1	1	-	1
Communications	9	12	12	-	12
Supplies	2	2	2	-	2
Buildings & Grounds Operations	40	40	40	-	40
Equipment Maintenance & Repairs	196	165	165	-	165
Vehicle Operations	40	40	40	-	40
Contracted Services	1,107	1,087	1,063	(22)	1,041
Financial Expenses	15	15	15	-	15
<b>Operating Expenses Subtotal</b>	<b>2,649</b>	<b>2,846</b>	<b>2,828</b>	<b>(22)</b>	<b>2,806</b>
<b>Tangible Capital Assets</b>					
Replacement	332	332	-	100	100
<b>Total Tangible Capital Assets</b>	<b>332</b>	<b>332</b>	<b>-</b>	<b>100</b>	<b>100</b>
<b>Total Expenses</b>	<b>2,981</b>	<b>3,178</b>	<b>2,828</b>	<b>78</b>	<b>2,906</b>
<b>Revenues</b>					
Subsidy	(215)	(215)	(215)	15	(200)
Fees & Service Charges	(2,592)	(2,559)	(2,559)	(68)	(2,627)
<b>Total Revenues</b>	<b>(2,807)</b>	<b>(2,774)</b>	<b>(2,774)</b>	<b>(53)</b>	<b>(2,827)</b>
<b>Net Program Expenses</b>	<b>174</b>	<b>404</b>	<b>54</b>	<b>25</b>	<b>79</b>

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

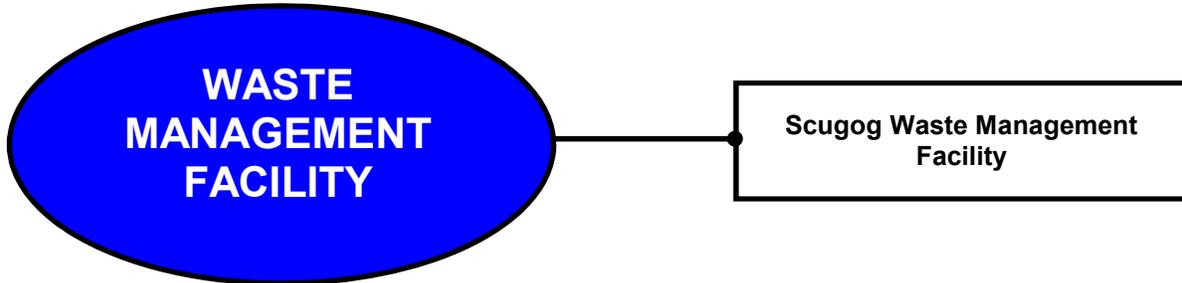
Net Program Expenses Per Above	79
Less: Tangible Capital Assets	(100)
Net Operating Program Expenses Per Program Summary	<u>(21)</u>

# PROGRAM 2 SCUGOG WASTE MANAGEMENT FACILITY



## 2019 Program Detail

## Works - Solid Waste Management



### Purpose:

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

### Description of Program Activities:

- ◆ Receive and transfer residential and commercial garbage waste
- ◆ Receive and transfer recyclable and reusable material such as: Blue Box materials, scrap metals, tires, appliances, electronic equipment, shingles, drywall and porcelain
- ◆ Receive and transfer compostable material such as: yard waste, wood and brush
- ◆ Receive, process, bulk, and transfer of municipal hazardous or special waste such as: paints, oils, batteries, propane tanks, solvents, CFC refrigerants, antifreeze, pesticides and fertilizers
- ◆ Receive and process all types of cardboard, paper and containers for recycling
- ◆ Operate a user pay waste disposal system

### Description of Program Resources:

- ◆ 2019 Full Time Staff 5.000
- ◆ 2018 Full Time Staff 4.000

One (1) Waste Disposal Clerk to maintain service level requirements. (1.000 FTE). This position is a conversion of a temporary resource to a permanent position.

# PROGRAM 2 SCUGOG WASTE MANAGEMENT FACILITY



## 2019 Program Detail

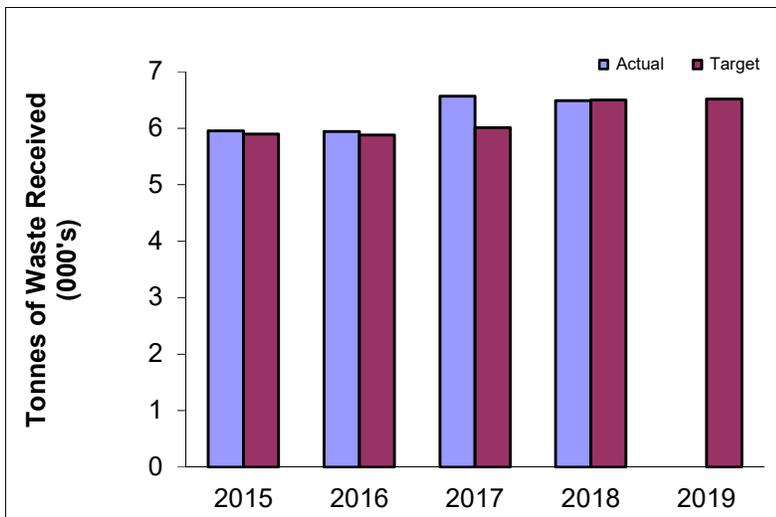
## Works - Solid Waste Management

### Performance Measurements:

In 2019:

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

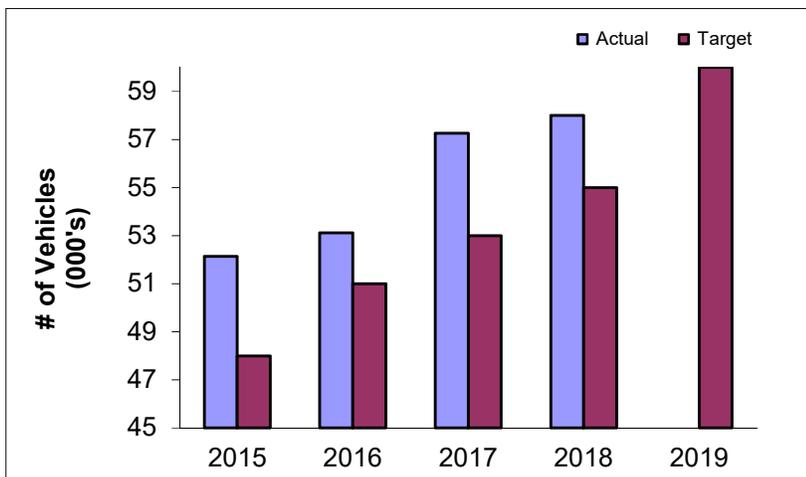
### Community Impact:



#### Tonnes of All Waste Received

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

### Community Impact:



#### # of Customers Served

*The number of customers serviced is indicative of service levels provided to the public at this facility.*

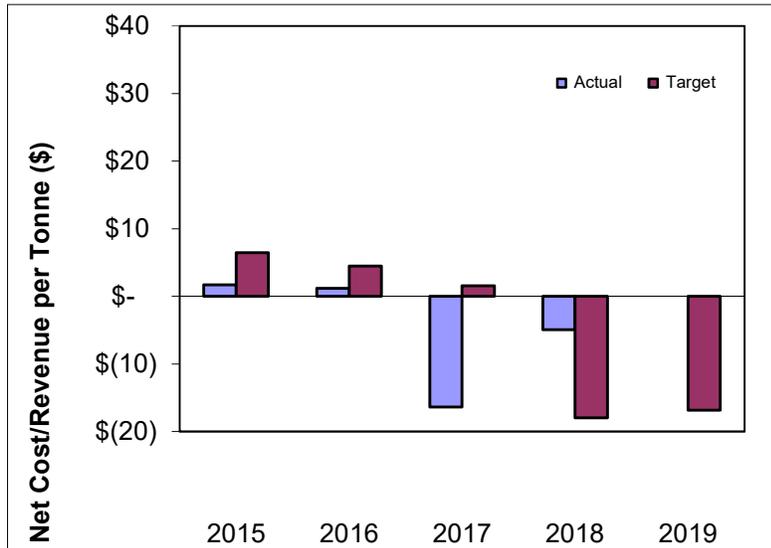
**PROGRAM 2  
SCUGOG WASTE MANAGEMENT FACILITY**



**2019 Program Detail**

**Works - Solid Waste Management**

**Efficiency:**



**Net Cost/Revenue per Tonne**

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

**PROGRAM 2  
SCUGOG WASTE MANAGEMENT FACILITY**



**2019 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	421	393	394	-	394
Payroll Maintenance Management - Charge	-	10	10	(10)	-
<b>Net Personnel Expenses</b>	<b>421</b>	<b>403</b>	<b>404</b>	<b>(10)</b>	<b>394</b>
Personnel Related	1	4	4	-	4
Communications	6	6	6	-	6
Supplies	2	2	2	-	2
Buildings & Grounds Operations	12	12	12	-	12
Equipment Maintenance & Repairs	80	65	64	-	64
Contracted Services	406	351	357	8	365
Financial Expenses	5	5	5	-	5
<b>Operating Expenses Subtotal</b>	<b>933</b>	<b>848</b>	<b>854</b>	<b>(2)</b>	<b>852</b>
<b>Tangible Capital Assets</b>					
Replacement	100	100	-	300	300
<b>Total Tangible Capital Assets</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>300</b>	<b>300</b>
<b>Total Expenses</b>	<b>1,033</b>	<b>948</b>	<b>854</b>	<b>298</b>	<b>1,152</b>
<b>Revenues</b>					
Subsidy	(147)	(145)	(145)	5	(140)
Fees & Service Charges	(818)	(818)	(818)	(4)	(822)
<b>Total Revenues</b>	<b>(965)</b>	<b>(963)</b>	<b>(963)</b>	<b>1</b>	<b>(962)</b>
<b>Net Program Expenses</b>	<b>68</b>	<b>(15)</b>	<b>(109)</b>	<b>299</b>	<b>190</b>

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

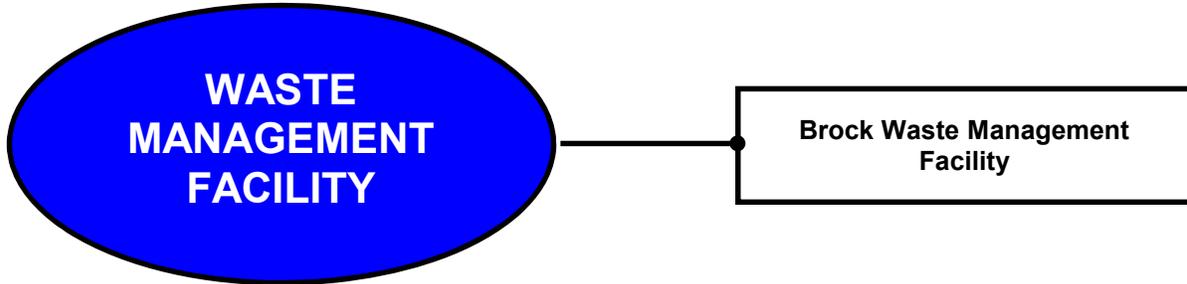
Net Program Expenses Per Above	190
Less: Tangible Capital Assets	(300)
Net Operating Program Expenses Per Program Summary	<u>(110)</u>

# PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



## 2019 Program Detail

## Works - Solid Waste Management



### Purpose:

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

### Description of Program Activities:

- ◆ Receive and transfer residential and commercial garbage waste
- ◆ Receive and transfer recyclable and reusable material such as: Blue Box materials, scrap metals, leaf & yard waste, tires, appliances, electronic equipment, shingles, drywall and porcelain
- ◆ Receive, process, bulk, and transfer of municipal hazardous or special waste such as: paints, oils, batteries, propane tanks, solvents, CFC refrigerants, antifreeze, pesticides and fertilizers
- ◆ Receive and process all types of cardboard, paper and containers for recycling
- ◆ Operate a user pay waste disposal system

### Description of Program Resources:

◆ 2019 Full Time Staff	2.000
2018 Full Time Staff	2.000

# PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



## 2019 Program Detail

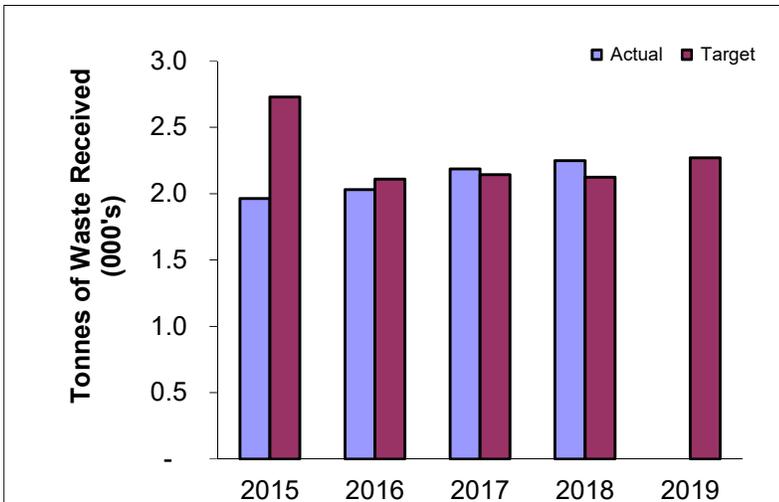
## Works - Solid Waste Management

### Performance Measurements:

In 2019:

- ◆ More than 14,000 customers are estimated to visit this site
- ◆ Estimated 2,300 tonnes of garbage, recyclables, compostables and re-useables received
- ◆ Estimated 1,000 tonnes of waste recycled, composted, or re-used

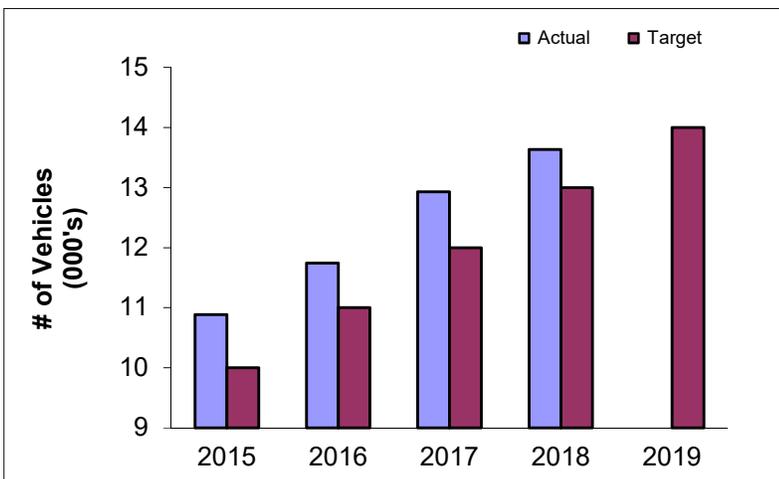
### Community Impact:



#### Tonnes of All Waste Received

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

### Community Impact:



#### # of Customers Served

*The number of customers serviced is indicative of service levels provided to the public at this facility.*

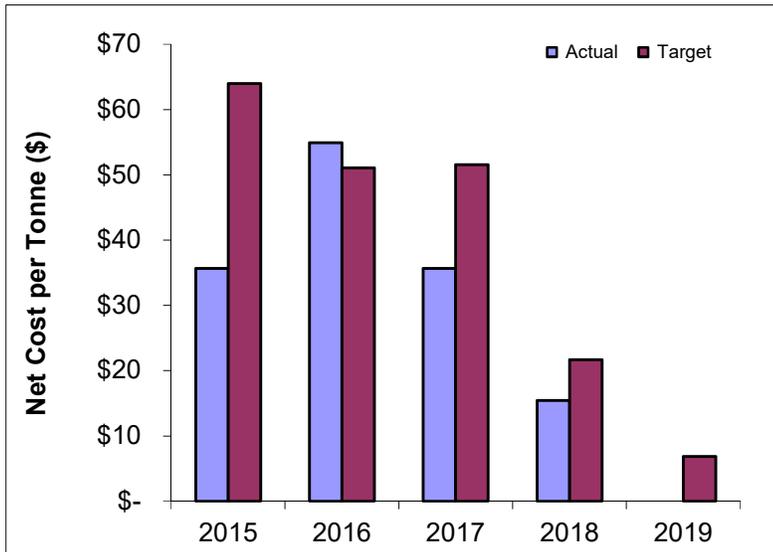
# PROGRAM 3 BROCK WASTE MANAGEMENT FACILITY



## 2019 Program Detail

## Works - Solid Waste Management

### Efficiency:



### Net Cost per Tonne

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

**PROGRAM 3  
BROCK WASTE MANAGEMENT FACILITY**



**2019 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	203	177	178	-	178
Personnel Related	2	4	4	-	4
Communications	2	3	3	-	3
Supplies	1	1	1	-	1
Materials & Services	6	10	10	-	10
Buildings & Grounds Operations	9	15	15	-	15
Equipment Maintenance & Repairs	54	76	76	-	76
Contracted Services	168	168	127	23	150
Financial Expenses	3	3	3	-	3
<b>Operating Expenses Subtotal</b>	<b>448</b>	<b>457</b>	<b>417</b>	<b>23</b>	<b>440</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	225	500	725
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>225</b>	<b>500</b>	<b>725</b>
<b>Total Expenses</b>	<b>448</b>	<b>457</b>	<b>642</b>	<b>523</b>	<b>1,165</b>
<b>Revenues</b>					
Subsidy	(126)	(124)	(124)	3	(121)
Fees & Service Charges	(287)	(287)	(287)	(17)	(304)
<b>Total Revenues</b>	<b>(413)</b>	<b>(411)</b>	<b>(411)</b>	<b>(14)</b>	<b>(425)</b>
<b>Net Program Expenses</b>	<b>35</b>	<b>46</b>	<b>231</b>	<b>509</b>	<b>740</b>

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

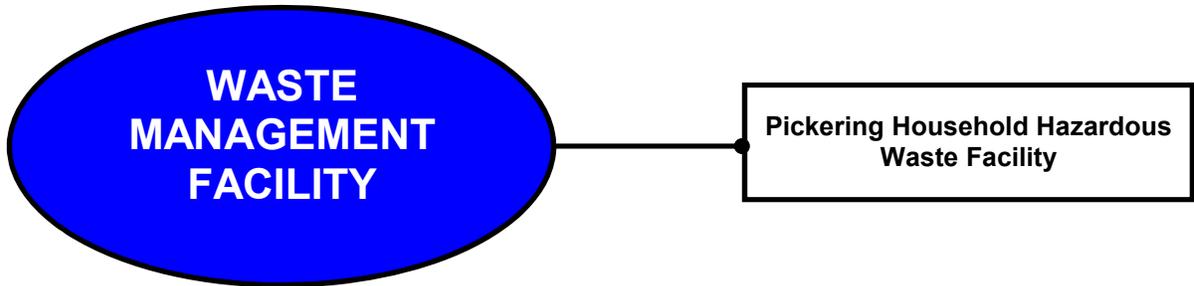
Net Program Expenses Per Above	740
Less: Tangible Capital Assets	(725)
Net Operating Program Expenses Per Program Summary	<u>15</u>

# PROGRAM 4 PICKERING WASTE MANAGEMENT FACILITY



**2019 Program Detail**

**Works - Solid Waste  
Management**



## **Purpose:**

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective receiving and bulking of municipal hazardous or special waste for proper disposal

## **Description of Program Activities:**

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

# PROGRAM 4 PICKERING WASTE MANAGEMENT FACILITY



## 2019 Program Detail

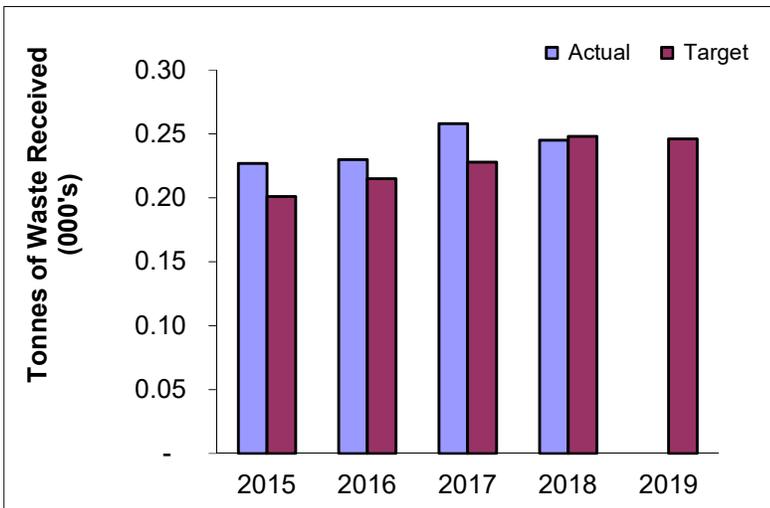
## Works - Solid Waste Management

### Performance Measurements:

In 2019:

- ◆ More than 4,000 customers estimated to visit the household hazardous waste depot
- ◆ Collection at the depot is a contracted service at a privately operated waste disposal facility

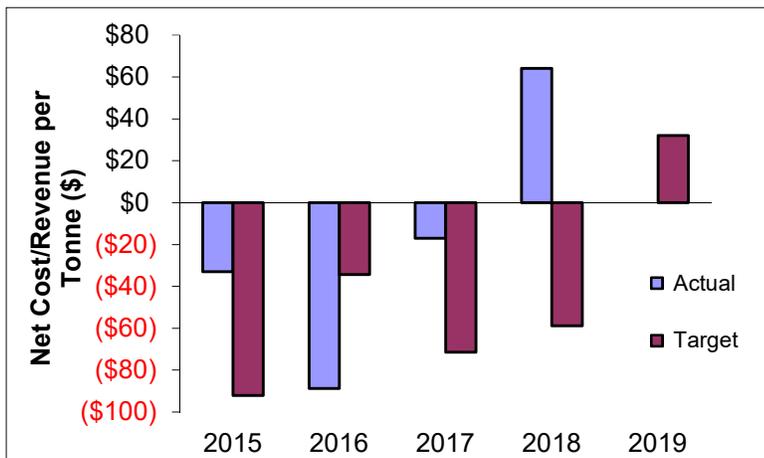
### Community Impact:



#### Tonnes of Municipal Hazardous or Special Waste Received

*The tonnes of municipal hazardous or special waste received is indicative of service levels provided to the public at this facility.*

### Efficiency:



#### Net Cost/Revenue per Tonne

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

**PROGRAM 4  
PICKERING WASTE MANAGEMENT FACILITY**



**2019 Program Detail**

**Works - Solid Waste  
Management**

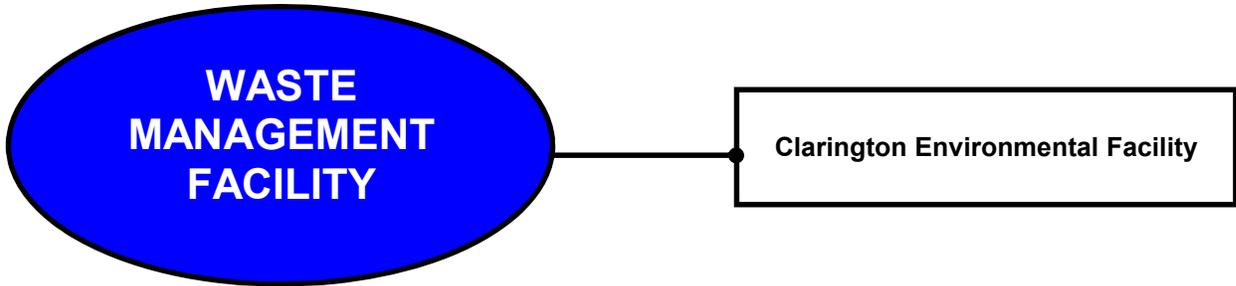
Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Materials & Services	80	68	69	-	69
Contracted Services	67	44	65	7	72
<b>Total Expenses</b>	<b>147</b>	<b>112</b>	<b>134</b>	<b>7</b>	<b>141</b>
<b>Revenues</b>					
Subsidy	(125)	(122)	(122)	(2)	(124)
Fees & Service Charges	(6)	(4)	(5)	(4)	(9)
<b>Total Revenues</b>	<b>(131)</b>	<b>(126)</b>	<b>(127)</b>	<b>(6)</b>	<b>(133)</b>
<b>Net Program Expenses</b>	<b>16</b>	<b>(14)</b>	<b>7</b>	<b>1</b>	<b>8</b>

**PROGRAM 5  
CLARINGTON ENVIRONMENTAL FACILITY**



**2019 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

- ◆ To protect and enhance the environment
- ◆ To provide for the safe and cost effective receiving and bulking of municipal hazardous or special wastes (MHSW) for proper disposal

**Description of Program Activities:**

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

**Description of Program Resources:**

◆ 2019 Full Time Staff	2.000
2018 Full Time Staff	2.000

**PROGRAM 5  
CLARINGTON ENVIRONMENTAL FACILITY**



**2019 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	-	84	162	-	162
Personnel Related	-	1	1	-	1
Communications	-	2	2	-	2
Supplies	-	6	6	-	6
Equipment Maintenance & Repairs	-	5	10	-	10
Vehicle Operations	-	7	7	-	7
Contracted Services	-	25	50	-	50
Minor Assets & Equipment	-	25	-	-	-
<b>Gross Operating Expenses</b>	<b>-</b>	<b>155</b>	<b>238</b>	<b>-</b>	<b>238</b>
<b>Tangible Capital Assets</b>					
New	100	100	-	-	-
<b>Total Tangible Capital Assets</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>100</b>	<b>255</b>	<b>238</b>	<b>-</b>	<b>238</b>
<b>Revenues</b>					
Subsidy	-	(61)	(115)	-	(115)
Fees & Service Charges	-	(3)	(6)	-	(6)
<b>Total Revenues</b>	<b>-</b>	<b>(64)</b>	<b>(121)</b>	<b>-</b>	<b>(121)</b>
<b>Net Program Expenses</b>	<b>100</b>	<b>191</b>	<b>117</b>	<b>-</b>	<b>117</b>

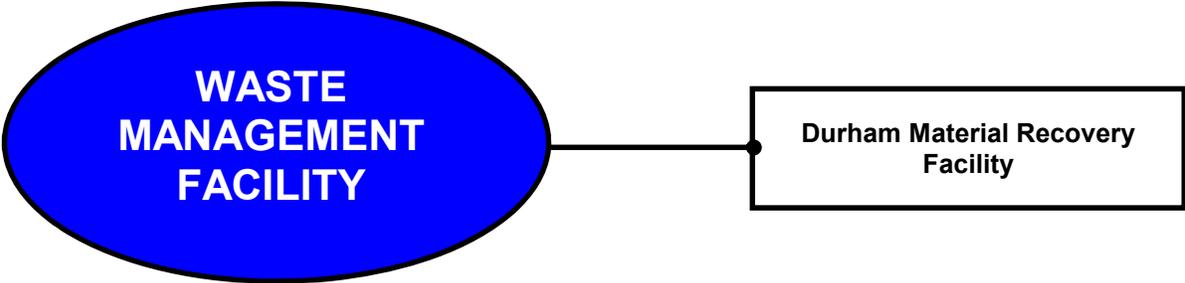
\* Tangible Capital Assets are stated separately on the Program Summary

**PROGRAM 6  
DURHAM MATERIAL RECOVERY FACILITY**



**2019 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

◆ 2019 Full Time Staff	4.000
2018 Full Time Staff	4.000

# PROGRAM 6 DURHAM MATERIAL RECOVERY FACILITY



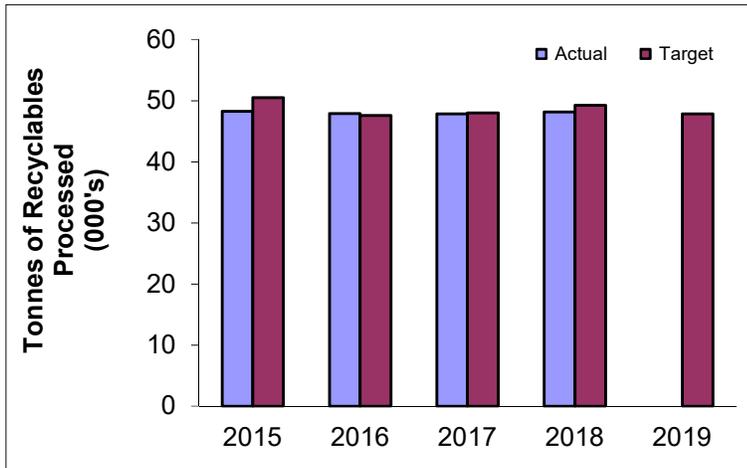
## 2019 Program Detail

## Works - Solid Waste Management

### Performance Measurements:

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

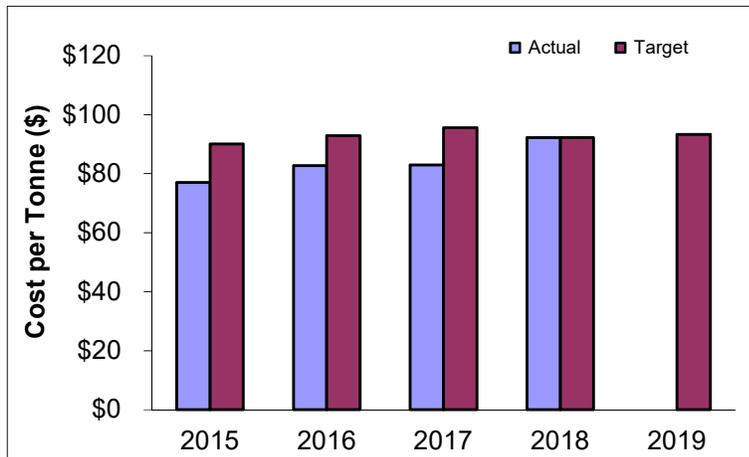
### Community Impact:



#### Residential Recyclable Tonnes

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

### Efficiency:



#### Cost per Tonne

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

**PROGRAM 6  
DURHAM MATERIAL RECOVERY FACILITY**



**2019 Program Detail**

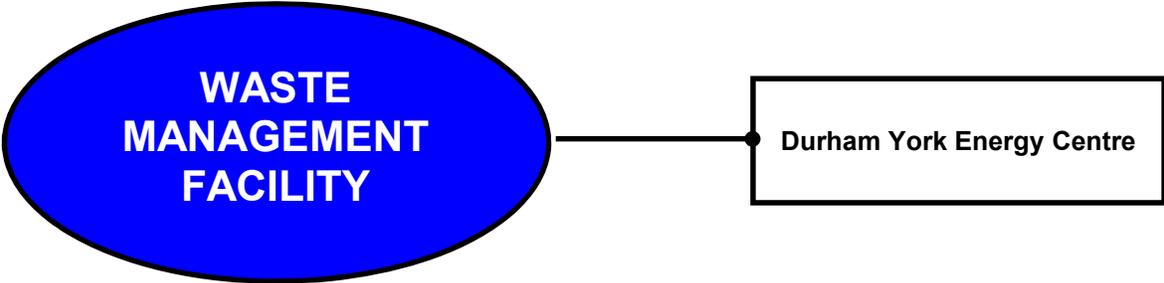
**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	333	348	349	-	349
Payroll Maintenance Management - Charge	-	1	1	(1)	-
<b>Net Personnel Expenses</b>	<b>333</b>	<b>349</b>	<b>350</b>	<b>(1)</b>	<b>349</b>
Communications	2	2	2	-	2
Materials & Services	3	13	13	-	13
Buildings & Grounds Operations	30	47	47	-	47
Equipment Maintenance & Repairs	22	22	22	-	22
Vehicle Operations	7	7	7	-	7
Contracted Services	4,328	4,328	4,443	(150)	4,293
<b>Operating Expenses Subtotal</b>	<b>4,725</b>	<b>4,768</b>	<b>4,884</b>	<b>(151)</b>	<b>4,733</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Service Recoveries	(4,445)	(4,543)	(4,659)	196	(4,463)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(4,445)</b>	<b>(4,543)</b>	<b>(4,659)</b>	<b>196</b>	<b>(4,463)</b>
<b>Gross Operating Expenses</b>	<b>280</b>	<b>225</b>	<b>225</b>	<b>45</b>	<b>270</b>
<b>Revenues</b>					
Sundry Revenue	(280)	(225)	(225)	(45)	(270)
<b>Total Revenues</b>	<b>(280)</b>	<b>(225)</b>	<b>(225)</b>	<b>(45)</b>	<b>(270)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2019 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

◆ 2019 Full Time Staff	3.000
2018 Full Time Staff	3.000



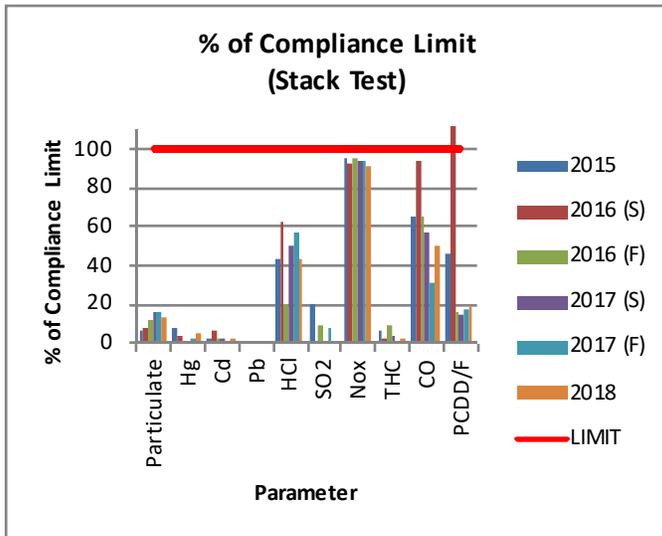
2019 Program Detail

Works - Solid Waste Management

Performance Measurements:

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

Environmental Impact:

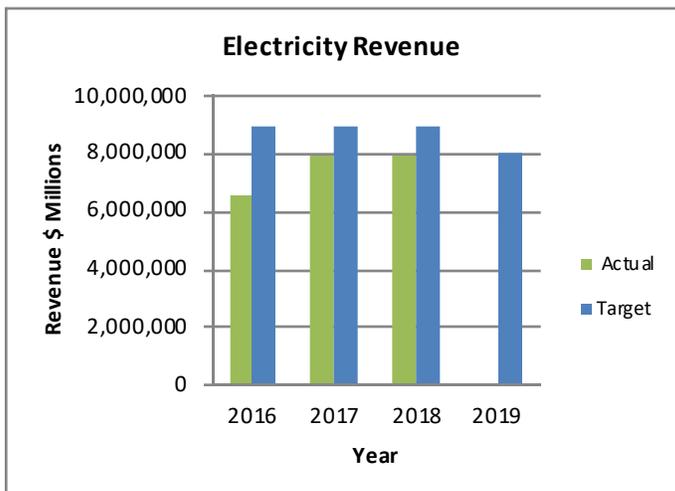


% of Compliance Limit

Emissions testing is performed annually in accordance with the facility Environmental Compliance Approval. A voluntary emissions test is also performed on an annual basis. All parameters are below their respective compliance limit, but for one dioxin and furan exceedence in May 2016. The affected boiler was immediately shut down and subsequent emissions tests since have been well within compliance limits.

The 2016 dioxin and furan result above 100% of the compliance limit (13.6 times the compliance limit), however for purposes of the graph we have chosen to show that it is the only recorded event of any parameter exceeding the compliance limit

Efficiency:



Electricity Generation/Revenue

The DYEC has a 20 year contract in place with the Ontario Power Authority for the sale of electricity generated and delivered to the provincial grid.

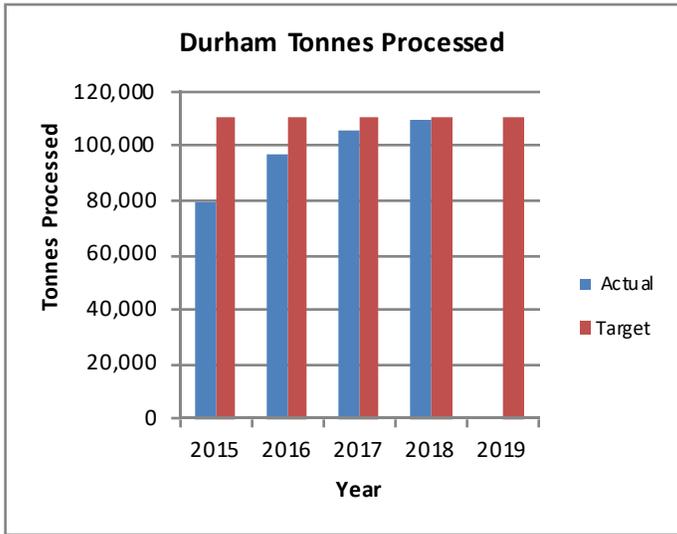


2019 Program Detail

Works - Solid Waste Management

Performance Measurements: (continued)

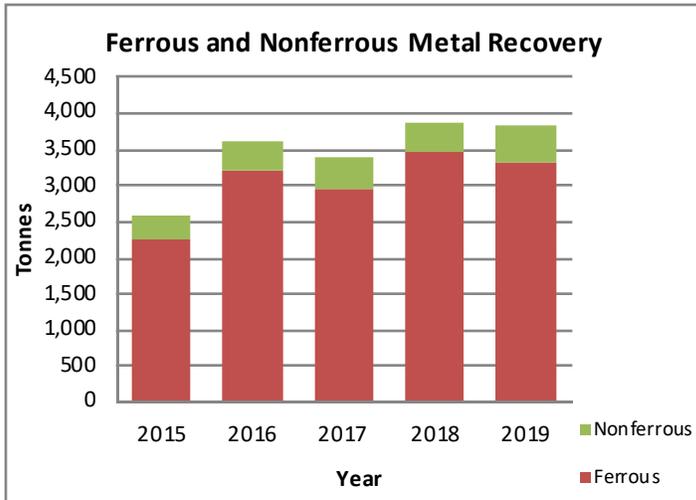
Efficiency:



Through Put Tonnes Processed (Durham only)

The DYEC is able to process 140,000 tonnes, with Durhams share of capacity being 110,000 tonnes. The DYEC contract with Covanta is a put-or-pay contract, therefore Durham pays for 110,000 tonnes to be processed regardless if waste is available or not.

Efficiency:



Metal Recovery

Removal of ferrous and non ferrous metals after waste processing at a removal efficiency rate of 80% ferrous and 60% nonferrous is a requirement of facility operation. There should not be a great deal of variability between years provided that the waste tonnage remains consistent and the metal recycling programs are unchanged.

**PROGRAM 7  
DURHAM YORK ENERGY CENTRE**



**2019 Program Detail**

**Works - Solid Waste  
Management**

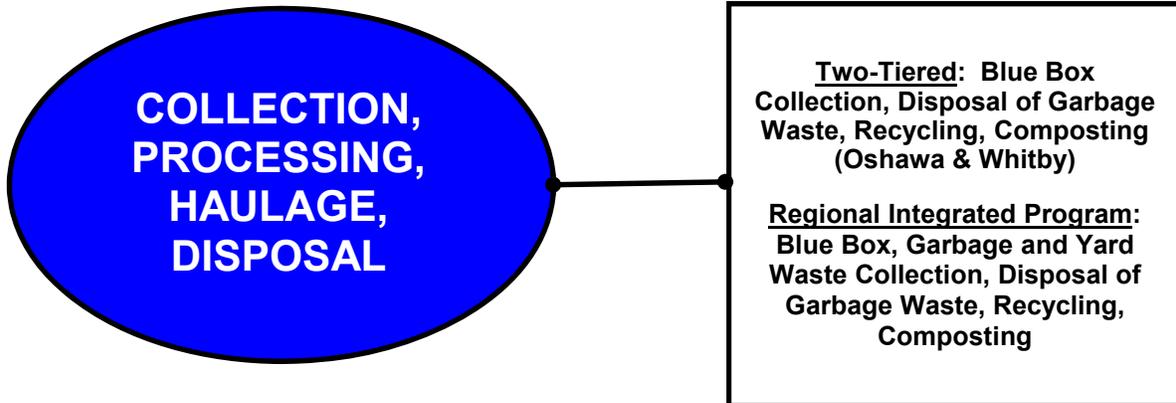
<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	179	253	255	-	255
Personnel Related	2	9	9	(1)	8
Communications	20	14	14	-	14
Supplies	5	9	9	-	9
Utilities	8	7	7	-	7
Computer Maintenance & Operations	3	100	100	(50)	50
Purchased Services	2	17	17	-	17
Education Centre	-	16	16	-	16
Buildings & Grounds Operations	25	25	29	-	29
Equipment Maintenance & Repairs	2	3	3	-	3
Environmental / Operation Technical Support	575	425	425	(75)	350
Environmental Monitoring / Audit	449	480	480	(162)	318
Additional Stack Testing	137	100	100	100	200
Technical Support	28	40	40	(15)	25
Legal Fees	6	-	-	100	100
Contracted Services	16,539	16,437	17,621	75	17,696
Leased Facilities Expenses	8	8	8	-	8
Property Taxes	726	747	706	-	706
<b>Total Expenses</b>	<b>18,715</b>	<b>18,690</b>	<b>19,839</b>	<b>(28)</b>	<b>19,811</b>
<b>Revenues</b>					
Sales of Program Material	(682)	(419)	(488)	-	(488)
By Project Materials	(682)	(419)	(488)	-	(488)
Electric Power Revenue	(7,233)	(6,976)	(7,037)	-	(7,037)
York Cost Sharing	(3,879)	(4,107)	(4,056)	65	(3,991)
Contribution from Waste Management Reserve Fund	-	-	-	(200)	(200)
<b>Total Revenues</b>	<b>(11,794)</b>	<b>(11,502)</b>	<b>(11,581)</b>	<b>(135)</b>	<b>(11,716)</b>
<b>Net Program Expenses</b>	<b>6,921</b>	<b>7,188</b>	<b>8,258</b>	<b>(163)</b>	<b>8,095</b>

# PROGRAM 8 COLLECTION, PROCESSING AND DISPOSAL



## 2019 Program Detail

## Works - Solid Waste Management



### Purpose:

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

### Description of Program Activities:

- ◆ Curbside Blue Box recycling, waste electronics, porcelain bathroom fixtures and battery collection
- ◆ Curbside Green Bin kitchen food waste, yard waste and Christmas tree collection
- ◆ High-rise apartment building Blue Box recycling, waste electronics, battery and garbage collection
- ◆ Disposal of curbside and apartment building garbage waste
- ◆ Disposal of bulky goods and composting of Green Bin organics, yard waste and Christmas trees
- ◆ Sorting of Blue Box recyclables in preparation for marketing and sales
- ◆ Haulage and disposal of residual garbage waste to the Durham York Energy Centre (DYEC)

# PROGRAM 8 COLLECTION, PROCESSING AND DISPOSAL

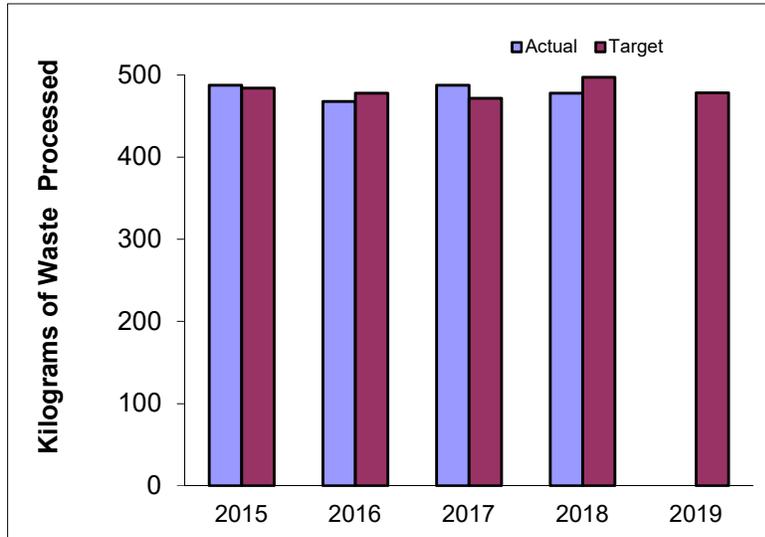


## 2019 Program Detail

## Works - Solid Waste Management

### Performance Measurements:

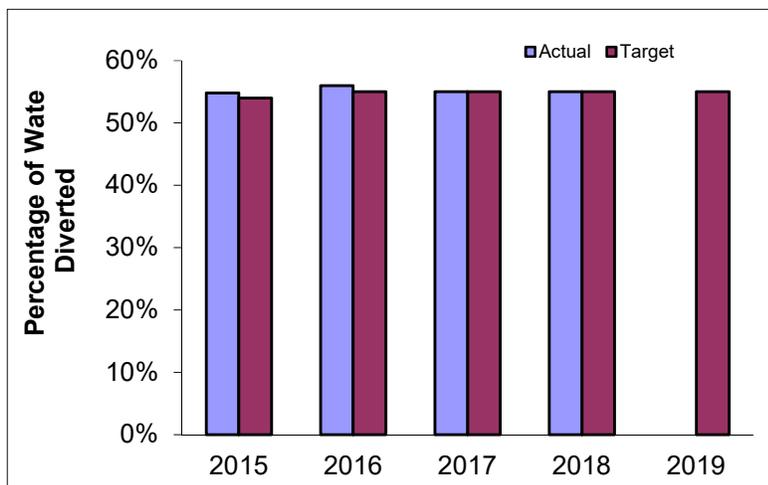
#### Effectiveness:



#### Residential Solid Waste Disposed - per household

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

#### Community Impact:



#### Regional Waste Diversion Rate

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

**PROGRAM 8  
COLLECTION, PROCESSING AND DISPOSAL**



**2019 Business Plan**

**Works - Solid Waste  
Management**

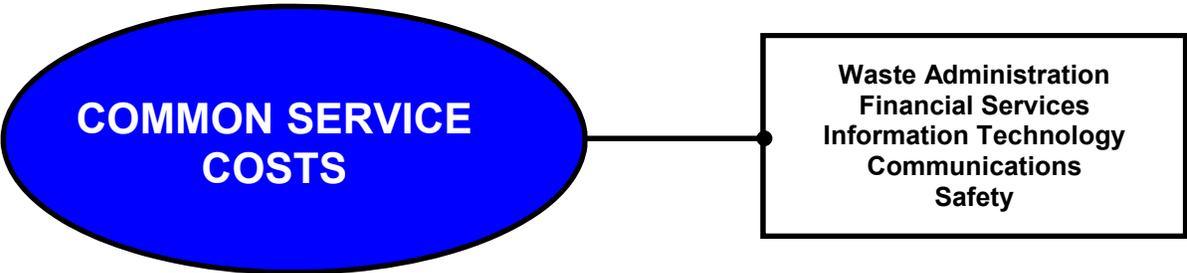
By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>Collection Services</b>					
(a) Garbage	4,715	4,346	4,941	150	5,091
(b) Blue Box Curbside Recycle	11,738	10,988	12,100	395	12,495
(c) Composting	3,267	3,132	3,486	(32)	3,454
(d) Other Diversion	74	87	90	5	95
<b>Collection Services Subtotal</b>	<b>19,794</b>	<b>18,553</b>	<b>20,617</b>	<b>518</b>	<b>21,135</b>
<b>Disposal &amp; Processing Services</b>					
(e) Garbage	1,919	1,703	1,965	(40)	1,925
(f) Blue Box Curbside Recycle	4,445	4,543	4,659	(196)	4,463
(g) Composting	6,845	6,818	7,025	(126)	6,899
(h) Other Diversion	17	17	17	2	19
(i) Diversion Promotional Items	305	353	346	-	346
(j) Waste Composition Study	993	1,306	-	-	-
<b>Disposal &amp; Processing Services Subtotal</b>	<b>14,524</b>	<b>14,740</b>	<b>14,012</b>	<b>(360)</b>	<b>13,652</b>
<b>Net Program Expenses</b>	<b>34,318</b>	<b>33,293</b>	<b>34,629</b>	<b>158</b>	<b>34,787</b>

**PROGRAM 9  
WASTE ADMINISTRATION**



**2019 Program Detail**

**Works - Solid Waste Management**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

◆ 2019 Full time staff	30.620
2018 Full time staff	30.620

**PROGRAM 9  
WASTE ADMINISTRATION**



**2019 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	3,006	3,401	3,498	-	3,498
Personnel Related	105	96	96	(14)	82
Communications	33	27	27	(1)	26
Supplies	21	23	23	-	23
Materials & Services	21	21	21	-	21
Equipment Maintenance & Repairs	1	1	1	-	1
Vehicle Operations	61	60	61	-	61
Professional Services	111	219	219	-	219
<b>Operating Expenses Subtotal</b>	<b>3,359</b>	<b>3,848</b>	<b>3,946</b>	<b>(15)</b>	<b>3,931</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate Communications Charge	97	97	108	1	109
Corporate IT Charge	146	146	146	-	146
Corporate HR Charge	50	50	50	-	50
Finance Charge	64	64	64	-	64
Recovery - Works-General Tax	(3)	(3)	(3)	-	(3)
Recovery - Regional Environmental Lab	(14)	(14)	(14)	-	(14)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>340</b>	<b>340</b>	<b>351</b>	<b>1</b>	<b>352</b>
<b>Gross Operating Expenses</b>	<b>3,699</b>	<b>4,188</b>	<b>4,297</b>	<b>(14)</b>	<b>4,283</b>
<b>Tangible Capital Assets</b>					
New	53	53	-	-	-
Replacement	39	39	22	-	22
<b>Total Tangible Capital Assets</b>	<b>92</b>	<b>92</b>	<b>22</b>	<b>-</b>	<b>22</b>
<b>Total Expenses</b>	<b>3,791</b>	<b>4,280</b>	<b>4,319</b>	<b>(14)</b>	<b>4,305</b>

**PROGRAM 9  
WASTE ADMINISTRATION**



**2019 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Fees & Service Charges	(6)	(6)	(6)	-	(6)
Sundry Revenue	(21)	(21)	(21)	1	(20)
<b>Total Revenues</b>	<b>(27)</b>	<b>(27)</b>	<b>(27)</b>	<b>1</b>	<b>(26)</b>
<b>Net Program Expenses</b>	<b>3,764</b>	<b>4,253</b>	<b>4,292</b>	<b>(13)</b>	<b>4,279</b>

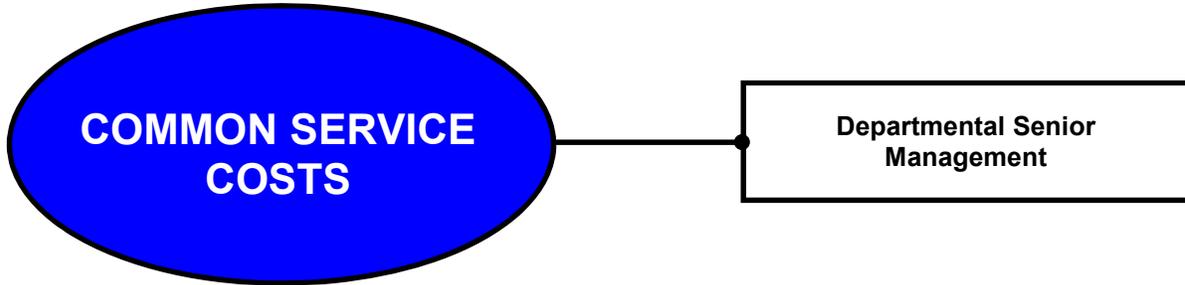
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	4,279
Less: Tangible Capital Assets	(22)
Net Operating Program Expenses Per Program Summary	<u>4,257</u>



**2019 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

- |                        |       |
|------------------------|-------|
| ◆ 2019 Full Time Staff | 2.450 |
| 2018 Full Time Staff   | 2.450 |



**2019 Program Detail**

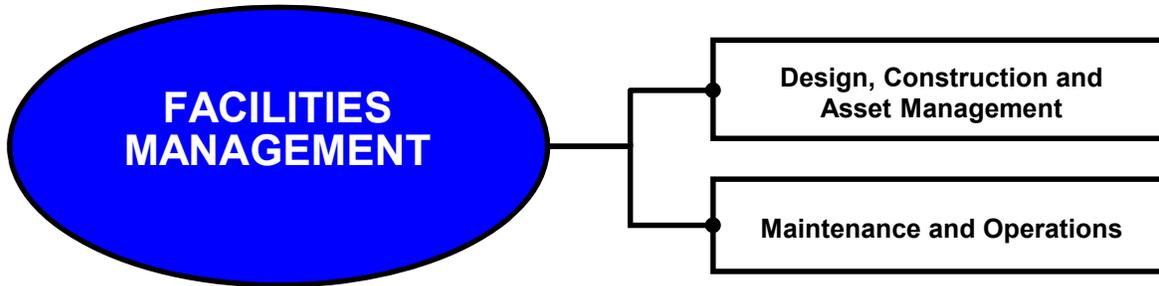
**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	405	405	422	-	422
Personnel Related	11	11	11	(1)	10
<b>Net Program Expenses</b>	<b>416</b>	<b>416</b>	<b>433</b>	<b>(1)</b>	<b>432</b>



**2019 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

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

**Description of Program Activities:**

The Region has 215 facilities with an estimated total area of 432,849 square metres (4.7 million square feet), which generate a significant number of repair and maintenance requests over the course of a year. Major Regional facilities with complex heating, ventilation and air conditioning systems and a large number of occupants create a unique and challenging environment for facility related work

**Design, Construction and Asset Management**

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



**2019 Program Detail**

**Works - Solid Waste  
Management**

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

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

**Maintenance and Operations**

- ◆ Water Supply and Water Pollution Control Plants and Pumping Stations, Traffic, Maintenance and Transit Depots, Solid Waste/Recycling locations, Childcare Centres, Paramedic Stations and leased facilities require support, each with special facility maintenance and property needs based on the clientele and use
- ◆ All Regional facilities require service contracts to complement the daily operation of the facility so client programs may be delivered effectively, such as boiler/heating/air systems, elevators, backflow prevention, fire and life safety, ground maintenance and custodial/environmental services
- ◆ Services provided: Planned preventative maintenance; Contract administration; Occupant support; 24/7 Emergency response; Custodial services
- ◆ In addition to the Region's 215 facilities, the Facilities Management division also looks after the security of the Regional Administration Headquarters building, including access control, security patrol and guard services, and CCTV installation, operation and maintenance
- ◆ Services provided: Security access control; Parking management; Response to Emergency Alarm System; Key control administration; Photo I.D. cards; 24/7 response to Security Systems Alarms

**Description of Program Resources:**

- ◆ 2019 Full Time Employees                      7.472
- ◆ 2018 Full Time Employees                      7.362

Two (2) Technical Assistants to provide support for the administration of corporate facility maintenance contracts. Both of these positions are conversions of long-term temporary resources to permanent full-time positions. These positions are shared with General Tax, Water Supply and Sanitary Sewerage (0.110 FTEs)

**Performance Measurements:**

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

**PROGRAM 11  
FACILITIES MANAGEMENT**



**2019 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	822	846	884	-	884
Payroll Maintenance Management - Recovery	(110)	(109)	(110)	-	(110)
<b>Net Payroll Expenses</b>	<b>712</b>	<b>737</b>	<b>774</b>	<b>-</b>	<b>774</b>
Personnel Related	24	27	28	-	28
Communications	7	6	6	1	7
Supplies	9	11	11	-	11
Utilities	113	140	134	-	134
Computer Maintenance & Operations	3	8	8	-	8
Materials & Services	7	7	7	-	7
Buildings & Grounds Operations	482	348	446	-	446
Equipment Maintenance & Repairs	8	8	8	-	8
Vehicle Operations	5	8	8	6	14
Professional Services	8	8	8	-	8
Contracted Services	67	70	87	-	87
Financial Expenses	138	138	143	1	144
Property Taxes	308	322	332	-	332
Major Repairs & Renovations	186	186	104	70	174
<b>Operating Expenses Subtotal</b>	<b>2,077</b>	<b>2,024</b>	<b>2,104</b>	<b>78</b>	<b>2,182</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works - General Tax Charge	8	8	8	-	8
Works - Facilities Management Charge	107	109	110	-	110
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>114</b>	<b>117</b>	<b>117</b>	<b>-</b>	<b>117</b>
<b>Gross Operating Expenses</b>	<b>2,191</b>	<b>2,141</b>	<b>2,221</b>	<b>78</b>	<b>2,299</b>

**PROGRAM 11  
FACILITIES MANAGEMENT**



**2019 Program Detail**

**Works - Solid Waste  
Management**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Tangible Capital Assets</b>					
New	70	70	-	-	-
Replacement	339	339	-	-	-
<b>Total Tangible Capital Assets</b>	<b>409</b>	<b>409</b>	-	-	-
<b>Net Program Expenses</b>	<b>2,600</b>	<b>2,550</b>	<b>2,221</b>	<b>78</b>	<b>2,299</b>

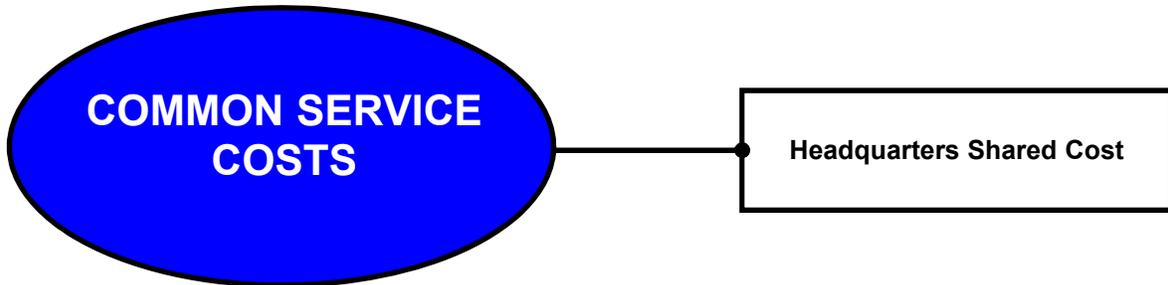
\* Tangible Capital Assets are stated separately on the Program Summary

**PROGRAM 12  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

- ◆ Share of operating and maintenance costs for Regional Headquarters

**PROGRAM 12  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 12  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Works - Solid Waste  
Management**

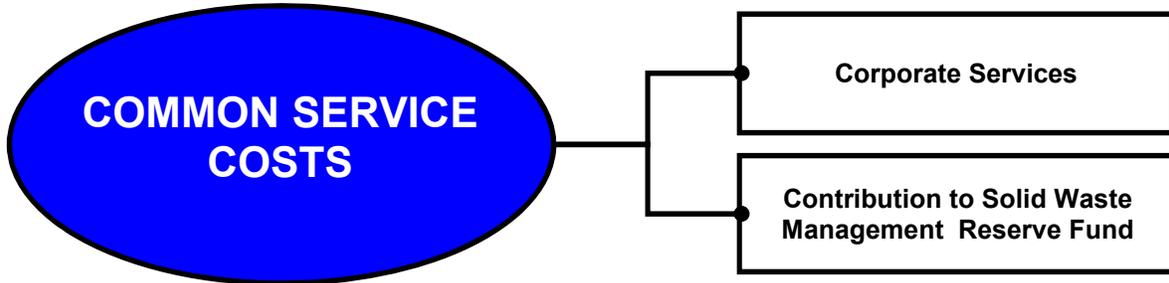
Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>201</b>	<b>201</b>	<b>182</b>	<b>24</b>	<b>206</b>

# PROGRAM 13 REGIONAL CORPORATE COSTS



## 2019 Program Detail

## Works - Solid Waste Management



### Purpose:

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

### Description of Program Activities:

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

**PROGRAM 13  
REGIONAL CORPORATE COSTS**



**2019 Program Detail**

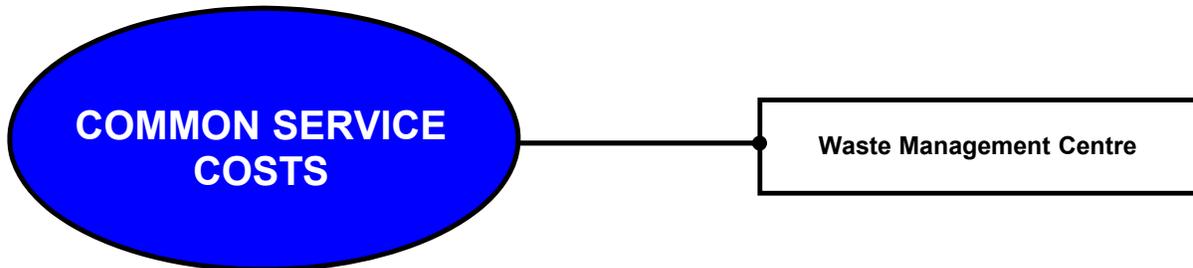
**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Contribution to Waste					
Management Reserve Fund	2,575	2,575	2,575	-	2,575
<b>Operating Expenses Subtotal</b>	<b>2,575</b>	<b>2,575</b>	<b>2,575</b>	<b>-</b>	<b>2,575</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Departmental Charges	1,098	1,098	1,106	-	1,106
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>1,098</b>	<b>1,098</b>	<b>1,106</b>	<b>-</b>	<b>1,106</b>
<b>Net Program Expenses</b>	<b>3,673</b>	<b>3,673</b>	<b>3,681</b>	<b>-</b>	<b>3,681</b>



**2019 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

◆ 2019 Full Time Staff	6.000
2018 Full Time Staff	5.000

One (1) Clerk 2 to perform call centre duties and to provide administrative support to the Call Centre operations. (1.000 FTE). This position is a conversion of a temporary position to permanent resource.



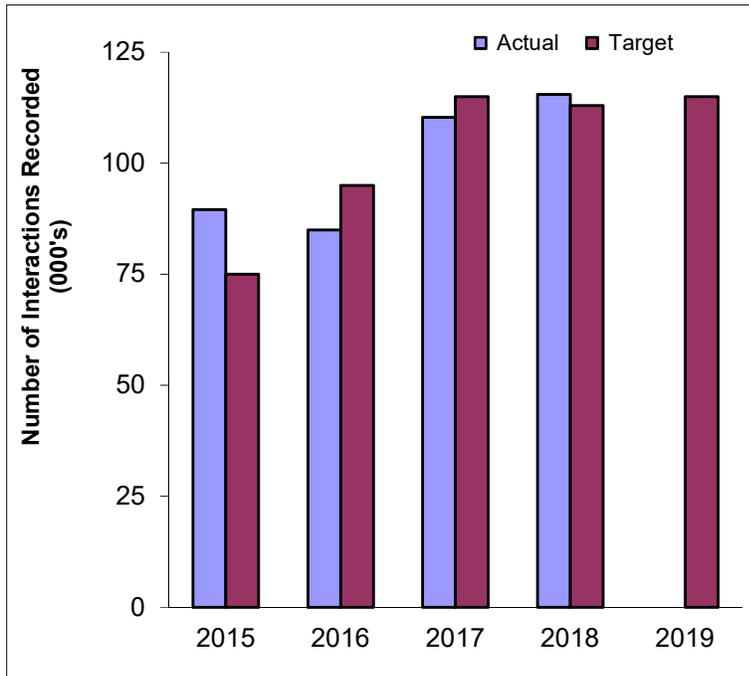
2019 Program Detail

Works - Solid Waste Management

Performance Measurements:

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

Customer Service Impact:



**Number of Interactions Recorded**

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

**PROGRAM 14  
WASTE MANAGEMENT CENTRE**



**2019 Program Detail**

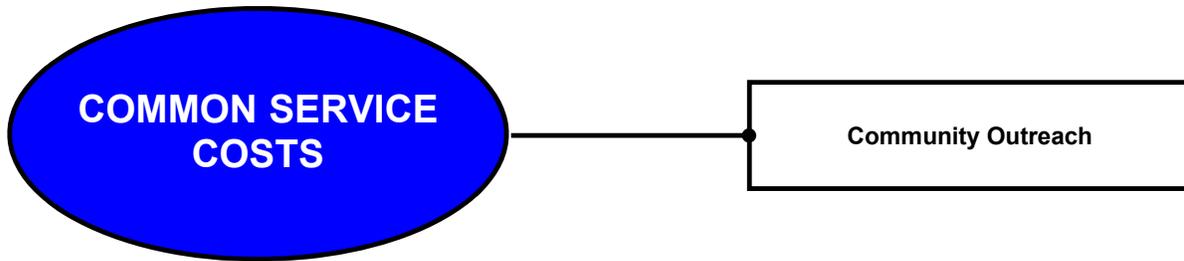
**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	550	521	528	39	567
Personnel Related	1	1	1	-	1
Communications	25	35	35	-	35
Supplies	5	6	6	-	6
Materials & Services	6	6	6	-	6
Equipment Maintenance & Repairs	1	1	1	-	1
Contracted Services	400	400	400	-	400
Minor Assets & Equipment	-	-	-	50	50
<b>Total Expenses</b>	<b>988</b>	<b>970</b>	<b>977</b>	<b>89</b>	<b>1,066</b>
<b>Revenues</b>					
Fees & Service Charges	(299)	(279)	(279)	-	(279)
<b>Total Revenues</b>	<b>(299)</b>	<b>(279)</b>	<b>(279)</b>	<b>-</b>	<b>(279)</b>
<b>Net Program Expenses</b>	<b>689</b>	<b>691</b>	<b>698</b>	<b>89</b>	<b>787</b>



**2019 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

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

**Description of Program Activities:**

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



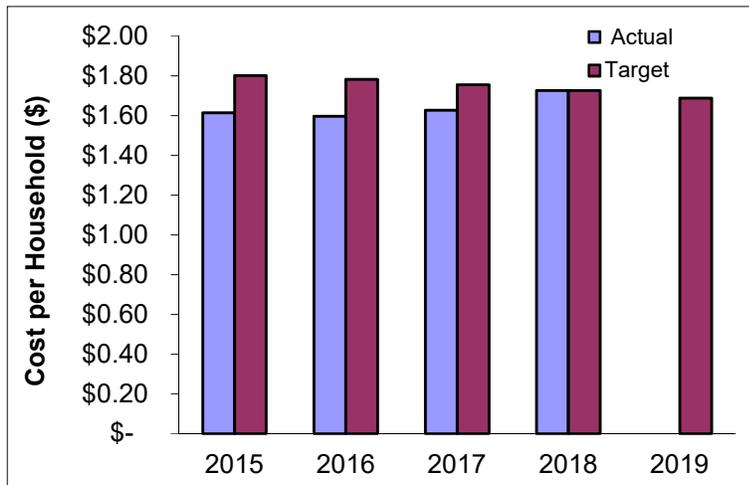
**2019 Program Detail**

**Works - Solid Waste  
Management**

**Performance Measurements:**

- ◆ Approximately 30,000 mobile app downloads
- ◆ Approximately 110,000 waste collection calendars distributed
- ◆ 550 x 30 second radio messages broadcast over three local community radio stations
- ◆ 1,300 commercials on Global News Durham
- ◆ Large coloured display ads in community newspapers and public spaces
- ◆ Over 2,600 students reached through the waste education program

**Efficiency:**



**Cost Per Household**

*Household data from Planning Department:*

2015	226,480
2016	229,005
2017	232,495
2018	236,260

Revised with most current data reflected (2018-INFO-149)

**PROGRAM 15  
COMMUNITY OUTREACH**



**2019 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Communications	408	408	408	-	408
<b>Net Program Expenses</b>	<b>408</b>	<b>408</b>	<b>408</b>	<b>-</b>	<b>408</b>



**2019 Program Detail**

**Works - Solid Waste  
Management**

**COMMON SERVICE  
COSTS**

**Environmental Studies**

**Purpose:**

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

**Description of Program Activities:**

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

**Performance Measurements:**

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

**PROGRAM 16  
ENVIRONMENTAL STUDIES**



**2019 Program Detail**

**Works - Solid Waste  
Management**

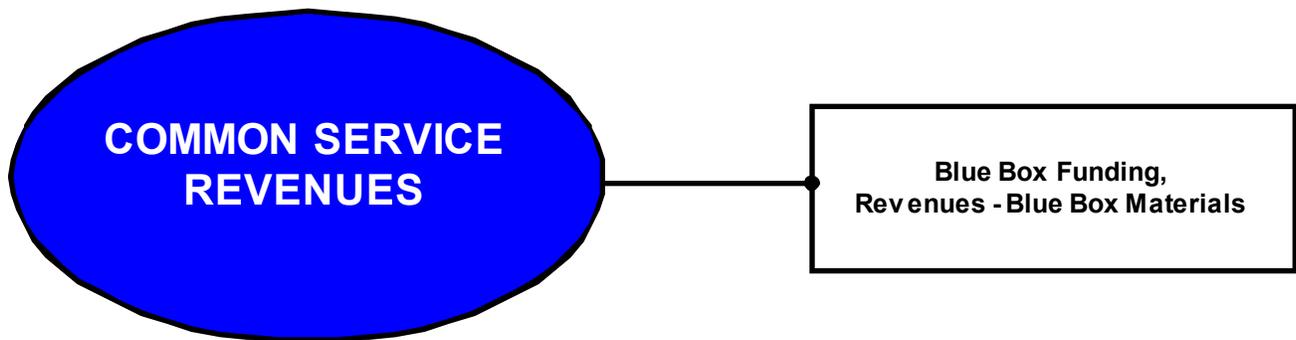
Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Materials & Services	75	75	75	-	75
Buildings & Grounds Operations	75	127	127	-	127
Professional Services	175	175	175	-	175
<b>Net Program Expenses</b>	<b>325</b>	<b>377</b>	<b>377</b>	<b>-</b>	<b>377</b>

**PROGRAM 17  
BLUE BOX REVENUES AND SUBSIDIES**



**2019 Program Detail**

**Works - Solid Waste  
Management**



**Purpose:**

- ♦ To protect and enhance the environment
- ♦ To market and sell all Blue Box recyclables collected in Durham Region
- ♦ To research and develop end markets to obtain maximum revenues from the sale of Blue Box materials
- ♦ To operate using best practices to ensure maximum industry funding of blue box program

**Description of Program Activities:**

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

# PROGRAM 17 BLUE BOX REVENUES AND SUBSIDIES

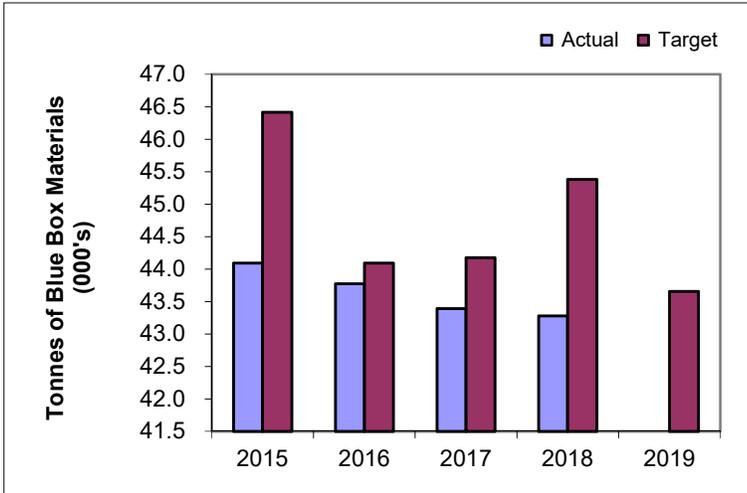


## 2019 Program Detail

## Works - Solid Waste Management

### Performance Measurements:

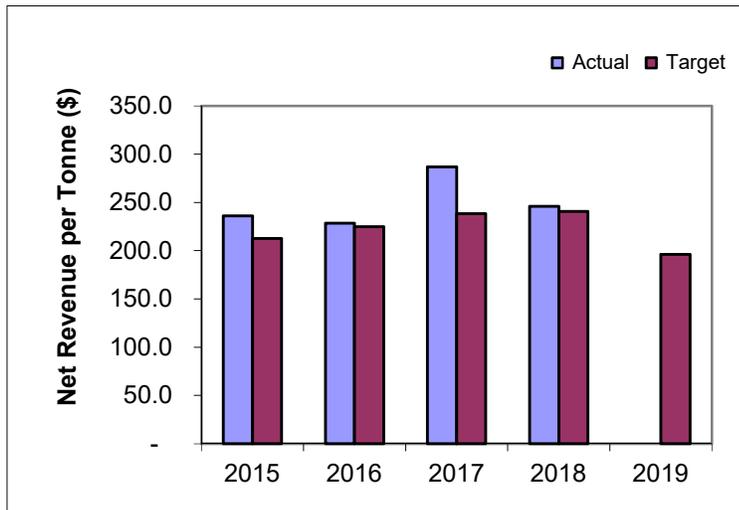
#### Community Impact:



#### Tonnes of Blue Box Materials Marketed and Sold

*The tonnes of blue box materials marketed and sold is indicative of service levels provided to the public at this facility.*

#### Efficiency:



#### Revenue Received per Tonne

*The revenue received per tonne reflects revenue for all materials from all sources.*

**PROGRAM 17  
BLUE BOX REVENUES AND SUBSIDIES**



**2019 Program Detail**

**Works - Solid Waste  
Management**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Contracted Services	274	-	-	551	551
<b>Total Expenses</b>	<b>274</b>	<b>-</b>	<b>-</b>	<b>551</b>	<b>551</b>
<b>Revenues and Recoveries</b>					
Industry Funding	(5,762)	(5,762)	(5,762)	-	(5,762)
Revenue - Diversion Materials	(4,584)	(5,167)	(5,167)	1,817	(3,350)
Contribution from Waste Management Reserve Fund	-	-	-	(1,250)	(1,250)
<b>Total Revenues and Recoveries</b>	<b>(10,346)</b>	<b>(10,929)</b>	<b>(10,929)</b>	<b>567</b>	<b>(10,362)</b>
<b>Net Program Expenses</b>	<b>(10,072)</b>	<b>(10,929)</b>	<b>(10,929)</b>	<b>1,118</b>	<b>(9,811)</b>

**PROGRAM 18  
TANGIBLE CAPITAL ASSETS PROGRAM SUMMARY**



**2019 Business Plan**

**Works - Solid Waste Management**

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>18 Tangible Capital Assets:</b>	\$	\$	\$	\$	\$
Operations - New	153	153	-	-	-
Operations - Replacement	471	471	247	900	1,147
Facilities - New	70	70	-	-	-
Facilities - Replacement	339	339	-	-	-
Major Capital Projects	-	-	-	1,803	1,803
<b>Net Tangible Capital Assets</b>					
<b>Program Expenses</b>	<b>1,033</b>	<b>1,033</b>	<b>247</b>	<b>2,703</b>	<b>2,950</b>
<b>Summary of Increase (Decrease)</b>			(\$786)		\$1,917
			-76.09%		185.58%



**2019 Business Plan**

**TANGIBLE CAPITAL ASSETS - REPLACEMENT**

**Works - Solid Waste**

Program Detail Page	Location	Item Description	Item #	Qty	Unit Cost	Gross Total Cost	Waste Total	Other Financing	Net Waste
01. Oshawa Waste Management Facility	Oshawa WMF	Replace Weigh Scale	187	1	\$ 100,000	\$100,000	\$100,000	\$0	<b>\$100,000</b>
02. Scugog Waste Management Facility	Scugog WMF	Replace Weigh Scale	188	2	\$ 150,000	\$300,000	\$300,000	\$0	<b>\$300,000</b>
03. Brock Waste Management Facility	Brock WMF	Front-end Loader	178	1	\$ 225,000	\$225,000	\$225,000	\$0	<b>\$225,000</b>
		Horizontal Diesel Auger / Compactor with solar roll off bins	180	1	\$ 500,000	\$500,000	\$500,000	\$0	<b>\$500,000</b>
09. Waste Administration	Financial Services	Desktop Computer & Monitor Refresh	2	100	\$ 967	\$96,672	\$12,567	\$0	<b>\$12,567</b>
		Power Desktop Computer & Monitor Refresh	3	24	\$ 2,188	\$52,508	\$4,376	\$0	<b>\$4,376</b>
		Power Laptop Computer & Monitor Refresh	5	37	\$ 2,697	\$99,776	\$5,393	\$0	<b>\$5,393</b>
<b>Grand Total</b>						<b>\$1,373,956</b>	<b>\$1,147,336</b>	<b>\$0</b>	<b>\$1,147,336</b>

**Tangible Capital Asset Program Summary**

2 Operations - Replacement

1,147,336  
1,147,336



## 2019 Program Detail

## Works - Solid Waste Management

# MAJOR CAPITAL PROJECTS

### Purpose:

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

### Description of Program Activities:

- ◆ Development of an Organics Management Strategy Plan and pre-sort technologies employed at a centralized transfer facility to expand processing capacity and extract increased organics from the solid waste stream
- ◆ The Environmental Assessment (EA) for the Durham York Energy Centre (DYEC) expansion is proposed
- ◆ Development of an up-dated Long-Term Waste Management Strategy 2021 - 2040
- ◆ Capital improvements for landfill protection improvements at the Region's landfill sites
- ◆ Capital improvements to install updated equipment to maximize throughput/revenue/diversion at the Region's Material Recovery Facility (MRF)



# The Regional Municipality of Durham

2019 - 2028 Forecast - Major Capital

## Works - Solid Waste Management

ITEM	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	2028 BUDGET ESTIMATES	TOTAL PROJECT ESTIMATES
<b>Expenses</b>											
<b>1 Closed Landfill sites - Environmental protection, compliance and rehabilitation</b>											
Oshawa landfill			1,130,000	420,000	220,000	550,000	150,000	150,000		150,000	2,770,000
Remediation - Erosion and leachate control									3,350,000		3,350,000
Rehabilitation - Site repurposing (greenspace)											-
Blackstock landfill (Port Perry) <sup>1</sup>	253,000										253,000
Rehabilitation of mined landfill - landscaping											-
Scugog landfill			560,000		940,000						560,000
Remediation - Purchase Contaminant Attenuation Zone											940,000
Rehabilitation - Site repurposing (greenspace)											-
Scott landfill (Uxbridge) <sup>2</sup>											-
Landfill Reclamation (Mining)		2,900,900									2,900,900
<b>Subtotal</b>	<b>\$253,000</b>	<b>\$2,900,900</b>	<b>\$1,690,000</b>	<b>\$420,000</b>	<b>\$1,160,000</b>	<b>\$550,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$3,350,000</b>	<b>\$150,000</b>	<b>10,773,900</b>
<b>2 New Clarington MHSW Facility - construction/Call Centre staff relocation</b>	160,000										160,000
<b>Subtotal</b>	<b>\$160,000</b>	<b>\$0</b>	<b>\$160,000</b>								
<b>3. Long-term Organics Management Plan <sup>3</sup></b>											
Transfer, mixed waste pre-sort and anaerobic digestion to increase organics diversion											165,300,000
Design and construction (assuming P3 DBOM contract)		165,300,000									165,300,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$165,300,000</b>	<b>\$0</b>	<b>\$165,300,000</b>							
<b>4. Durham/York Energy Centre <sup>4</sup></b>											
Expansion EA and potential waste heat recovery project											10,060,000
Expansion EA process and consulting (could take 4 to 10 years to complete)	60,000	10,000,000									10,060,000
Consultant investigation - additional waste heat utilization / project construction <sup>5</sup>		100,000	900,000								1,000,000
<b>Subtotal</b>	<b>\$60,000</b>	<b>\$10,100,000</b>	<b>\$900,000</b>	<b>\$0</b>	<b>\$11,060,000</b>						
<b>5. Modifications and/or new waste management facilities (WMFs) <sup>6</sup></b>											
Optimization of older WMF sites and/or new sites for efficiencies/growth						500,000	1,100,000	3,152,500			10,505,000
Future optimizations or new sites		2,600,000	3,152,500								8,500,000
New Seaton facility			8,500,000								8,500,000
<b>Subtotal</b>	<b>\$0</b>	<b>\$2,600,000</b>	<b>\$11,652,500</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$1,100,000</b>	<b>\$3,152,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,005,000</b>
<b>6. Upgrades of Equipment at Material Recovery Facility (MRF) <sup>7</sup></b>											
Equipment upgrades (Efficiency enhancements and maximize revenues/diversion)	1,130,000	290,000	260,000	520,000							2,200,000
<b>Subtotal</b>	<b>\$1,130,000</b>	<b>\$290,000</b>	<b>\$260,000</b>	<b>\$520,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,200,000</b>
<b>7. Long Term Waste Management Master Plan <sup>8</sup></b>											
Consultant investigations and public consultation	200,000		300,000								500,000
<b>Sub-total</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$500,000</b>						
<b>TOTAL MAJOR CAPITAL EXPENSES <sup>9</sup></b>	<b>\$1,803,000</b>	<b>\$181,190,900</b>	<b>\$14,802,500</b>	<b>\$940,000</b>	<b>\$1,660,000</b>	<b>\$1,650,000</b>	<b>\$3,302,500</b>	<b>\$150,000</b>	<b>\$3,350,000</b>	<b>\$150,000</b>	<b>\$208,998,900</b>

**Notes:**

- The \$1.4 million Blackstock landfill mining pilot will be complete in 2019, with approximately \$1.1 million of eligible costs approved for a FCM, Green Municipal Fund grant of \$350,000, subject to pilot completion and proof of incurred costs.
- The Scott Landfill reclamation project planned for 2020 will be informed and refined based on the completion of the Blackstock reclamation (mining) pilot project in 2019.
- Regional Council approved the transfer, mixed waste pre-sort and anaerobic digestion organics processing as preferred technologies for the long-term organics management plan. The preliminary capital forecast provides for \$165.3 million of Regionally owned and financed organics management facilities, including transfer and mixed waste pre-sort. Regional Council will determine whether the preferred organics management solution is a capital project or a long-term service contract. Should the long-term organics management plan not proceed, it is anticipated that Phase 2 DYEC expansion will be required as early as 2024 at up to \$200 million (Durham and York shares to be determined).
- Durham's DYEC capacity is 110,000 tonnes compared to approx. 118,223 tonnes of post-diversion garbage residue disposed in 2018 (excess to contingency landfill). In 2019, \$60,000 is recommended for an EA terms of reference, given an EA process could take between 4 and 10 years. The EA process may be delayed beyond 2020 with expansion requirements also pushed beyond the forecast period, should the long-term organics management strategy proceed as planned. The Region of York's share of costs to be determined.
- A consultant study is proposed in 2020 to investigate options and potential uses of DYEC waste heat beyond current in-house usage and energy production maximization to grid.
- Given significant potential to optimize old WMF sites and maximize the reuse potential of waste and growth which has decreased the safety and effectiveness of the Oshawa site, a 2019 waste optimization study for Oshawa WMF is recommended. (funded from operating) The currently estimated cost of optimization forecast for 2020 is \$2.6 million, although estimates will be refined based upon the 2019 study. Through 2021 to 2025 additional modifications and/or new facilities are contemplated (\$16.4 million).
- The MRF is now beyond a decade old and requires equipment replacements of \$2.2 million to effectively separate marketable materials and reduce residual contamination. Staff will pursue any available grant funding opportunities.
- A new Solid Waste Master Plan is proposed to be developed through a consulting study to guide the Region through to 2040.
- Preliminary financing provided. Actual financing to be approved by Regional Council on a project specific basis.

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**PUBLIC HEALTH**

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## 2019 Business Plan

## Health

### Major Services & Activities

#### Healthy Living

- ◆ Promote and enforce the *Smoke-Free Ontario Act, 2017*, 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 use and reduce the burden of illness from preventable injuries.
- ◆ Reduce the health inequities related to chronic diseases, injuries and substance use 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 the immunization provisions of *Child Care and Early Years Act, 2014 (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.



2019 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, 2015* through inspections, education and training; enforcement when necessary.
- ◆ Respond to public inquiries; provide information on health protection 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.



**2019 Business Plan**

**Health**

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

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

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

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

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

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

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

# STRATEGIC PLANNING



## 2019 Business Plan

## Health

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

# PROGRAM SUMMARY

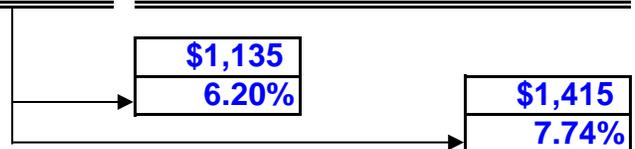


## 2019 Business Plan

## Public Health

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Healthy Living	8,334	9,356	9,695	(67)	9,628
2 Healthy Families	6,790	7,381	7,562	(71)	7,491
3 Infectious Diseases	10,752	11,114	11,441	140	11,581
4 Health Protection	5,191	5,132	5,309	(29)	5,280
5 Health Analytics and Administration	8,044	8,412	8,813	(28)	8,785
6 Facilities Management	603	572	564	30	594
7 Headquarters Shared Cost	1,995	1,995	1,805	235	2,040
<b>Operating Subtotal</b>	<b>41,709</b>	<b>43,962</b>	<b>45,189</b>	<b>210</b>	<b>45,399</b>
<b>Tangible Capital Assets*:</b>					
5 New	6	6	-	-	-
5/6 Replacement	403	403	317	70	387
<b>Tangible Capital Assets Subtotal</b>	<b>409</b>	<b>409</b>	<b>317</b>	<b>70</b>	<b>387</b>
<b>Total Program Expenses</b>	<b>42,118</b>	<b>44,371</b>	<b>45,506</b>	<b>280</b>	<b>45,786</b>
<b>Revenue Programs</b>					
8 Contribution from Province - Mandatory Programs	(26,079)	(26,079)	(26,079)	-	(26,079)
<b>Total Revenue Programs</b>	<b>(26,079)</b>	<b>(26,079)</b>	<b>(26,079)</b>	<b>-</b>	<b>(26,079)</b>
<b>Net Program Expenses</b>	<b>16,039</b>	<b>18,292</b>	<b>19,427</b>	<b>280</b>	<b>19,707</b>

### Summary of Increase (Decrease)



\* Excludes Tangible Capital Assets in 100% funded programs

## PROGRAM SUMMARY



### 2019 Business Plan

### Public Health

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	1,049	Economic increases
Salaries & Benefits	366	Annualization - 6 positions
Operating Expenses	(3)	Utility savings
Operating Expenses	9	Inflationary adjustments
Headquarters Shared Costs	(190)	Inflationary adjustments
Major Repairs & Renovations	(5)	Reduced requirement
Tangible Capital Assets - New	(21)	Reduced requirement
Tangible Capital Assets - Replacement	(87)	Reduced requirement
Provincial Subsidy - Mandatory	17	Removal of one-time funding
	1,135	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Public Health

(\$,000's)

### Healthy Living

#### Harm Reduction

- ◆ Reduction in Harm Reduction program expenses to align with Provincial funding and forecasted requirements. (65)
- Subtotal           (65)

#### Chronic Disease Prevention

- ◆ Increase funding under the BETTER (Building on Existing Tools to Improve Chronic Disease Prevention and Screening) research project that the Health Department is participating in regarding client adherence to chronic disease prevention activities with an intervention of motivational interviewing. (11)
- Subtotal           (11)

#### School Health

- ◆ Reduction in Professional, Technical Consulting Services based on historical requirements. (14)
- Subtotal           (14)

#### Substance Use

- ◆ Increase in Advertising costs for new initiatives under the Ontario Public Health Standards. 5
- Subtotal           5

#### Tobacco Enforcement

- ◆ Position Reclassification: Tobacco Enforcement Officer position to Senior Tobacco Enforcement Officer position as a result of a reassessment of management needs in this program area. 15
  - ◆ Additional printing costs (\$2k) and advertising costs (\$1k) for the new Tobacco Enforcement Officer that was approved in 2018 as a result of increased Provincial funding. 3
- Subtotal           18
- (67)

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Public Health

(\$,000's)

### Healthy Families

#### Infant and Child Development

- |  |          |
|--|----------|
| ◆ Continuation of the Special Needs Resourcing Pilot introduced in June 2018 in partnership with Children's Services. Costs include Temporary Staffing (\$116k), Education and Training (\$5k) and Office Supplies (\$1k). | 122      |
| ◆ Recovery from Children's Services for the Special Needs Resourcing Pilot.  | (122)    |
| Subtotal   | <u>-</u> |

#### Prenatal and Newborn

- |   |             |
|---|-------------|
| ◆ Transfer of an Assistant Manager position to HARP to meet organizational requirements.  | (157)       |
| ◆ Transfer (\$78k) and reclassification (\$8k) of a Manager position (0.5 FTE) in the General Administration Program to a Program Manager position (0.5 FTE) in Prenatal Newborn to oversee/configure all Public Health software, manage all data, information flow, security access, coordinate training for new and updated systems and ensure compliance with Ontario Public Health Standards. | 86          |
| Subtotal  | <u>(71)</u> |
|   | <u>(71)</u> |

### Infectious Diseases

#### Infectious Diseases - HP

- |   |          |
|---|----------|
| ◆ Increase for rabies prevention and control advertising (\$1k), educational resources for physicians (\$1k), and rabies prevention and control workshops and training (\$1k) to respond to increased expectations under the Ontario Public Health Standards. | 3        |
| ◆ Tangible Capital Assets - New - Furniture and fax machine.  | 2        |
| Subtotal  | <u>5</u> |

#### Infectious Diseases - PHD

- |  |          |
|--|----------|
| ◆ Various adjustments based on historical actuals. | 2        |
| Subtotal   | <u>2</u> |

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Public Health

(\$,000's)

### Infectious Diseases (Continued)

#### Immunization

◆ Increase in immunization program costs due to new <i>Immunization of School Pupils Act</i> requirements including Supplies (\$27k) and Postage (\$35k).	62
◆ Position Reclassification: Program Manager position reclassified to an Assistant Manager position as a result of a reassessment of management needs in this program area.	(15)
◆ Transfer (\$79K) and reclassification (\$7k) of a Manager position (0.5 FTE) in the General Administration Program to a Program Manager position (0.5 FTE) in Immunization to oversee/configure all Public Health software, manage all data, information flow, security access, coordinate training for new and updated systems and ensure compliance with Ontario Public Health Standards.	86
◆ Tangible Capital Assets - New - two vaccine fridges. The purchase of these two new fridges is contingent on the receipt of Provincial funding.	52
◆ 100% Provincial funding requested for the two vaccine fridges.	(52)
Subtotal	133
	140

### Health Protection

#### Food Safety

◆ One time purchase of thermal printers for Public Health Inspectors to use on-site.	5
◆ Increase in food handler training revenue as a result of fee increase.	(48)
◆ Tangible Capital Assets - New - smartboard.	6
Subtotal	(37)

#### Healthy Environments

◆ Purchase of emergency response vests.	1
◆ Tangible Capital Assets - New - toxicology equipment for air monitoring.	7
Subtotal	8

#### Sewage Systems Maintenance Inspections

◆ Summer students to perform inspections to meet the needs of the municipalities and obligations under contracts.	20
◆ Recovery from participating municipalities.	(20)
Subtotal	-
	(29)

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Public Health

(\$,000's)

### Health Analytics and Administration

#### General

- ◆ Transfer of a 1.0 FTE Manager position to Prenatal and Newborn (0.5 FTE) and Immunization (0.5 FTE). (157)
  - ◆ One time cost for additional Education and Training for staff to meet the Foundational Standards of the Ontario Public Health Standards. 20
- Subtotal (137)

#### HARP

- ◆ Transfer (\$157k) and reclassification (-\$38k) of an Assistant Manager position in Prenatal Newborn to a Health Equity Policy Specialist in HARP to advance the requirements of Health Equity Standards and Guideline of/under the new Ontario Public Health Standards. 119
  - ◆ Various adjustments based on historical actuals. (10)
- Subtotal 109  
(28)

### Facilities Management

- ◆ Major Repairs & Renovations - lead lining of wall in Oral Health Clinic due to x-ray equipment requirement. 30
- 30

### Headquarters Shared Costs

- ◆ Public Health's share of costs related to the operations and maintenance of Regional Headquarters. 235
- 235

### Tangible Capital Assets

#### REPLACEMENT

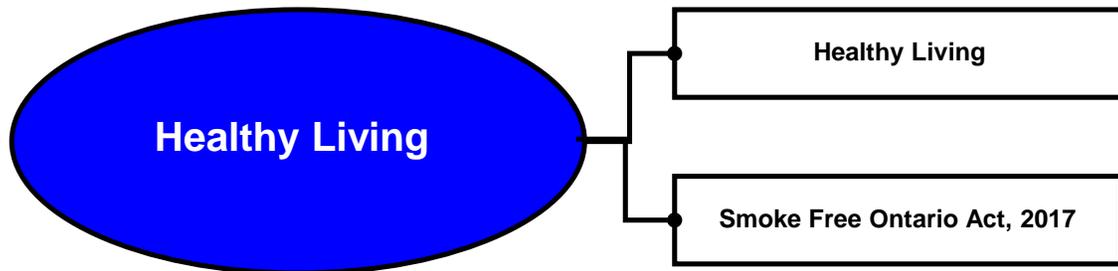
- ◆ Facilities Management - Office Renovations in Oral Health Clinic (\$20k); Network Upgrades at Oshawa Sexual Health Clinic (\$50k). 70
- 70

**Total Program Changes 280**



2019 Program Detail

Public Health



**Purpose:**

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

**Description of Program Activities:**

- ◆ **Healthy Living:** Working in partnership with schools, workplaces, coalitions, health and social services providers, and community agencies, the Healthy Living program addresses the health needs of the general public and priority populations by developing evidence-informed chronic disease prevention, injury prevention, and substance use programs. Programs and activities address topics such as healthy eating, physical activity, healthy sexuality, cancer prevention, oral health promotion, mental health promotion, alcohol and substance use, harm reduction, falls prevention, and road and off-road safety. Program activities also include enforcement of the *Healthy Menu Choices Act, 2015*. The oral health component of the Healthy Living program includes dental screening and oral health education for adults enrolled with Ontario Works as well as provision of Healthy Smiles Ontario, which provides oral health services to identified children in need.
- ◆ **Smoke-Free Ontario Act (SFOA):** Promotes and enforces *Smoke-Free Ontario Act, 2017* (SFOA). Enforcement and tobacco control activities include education, inspections of places regulated under the SFOA (e.g. tobacco vendors, schools, bars and restaurants), issuance of warnings and charges, response to complaints, and implementation of children and youth prevention programs. For 2019 TEOs will be enforcing cannabis use in enclosed public places and workplaces. Our staff will be responding to complaints from the public regarding cannabis use in prohibited places and will also be working closely with other enforcement agencies, where applicable, including the Durham Regional Police Services and our local municipal bylaw enforcement agencies.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 94.7
- ◆ 2018 Full Time Staff = 94.7 (restated)



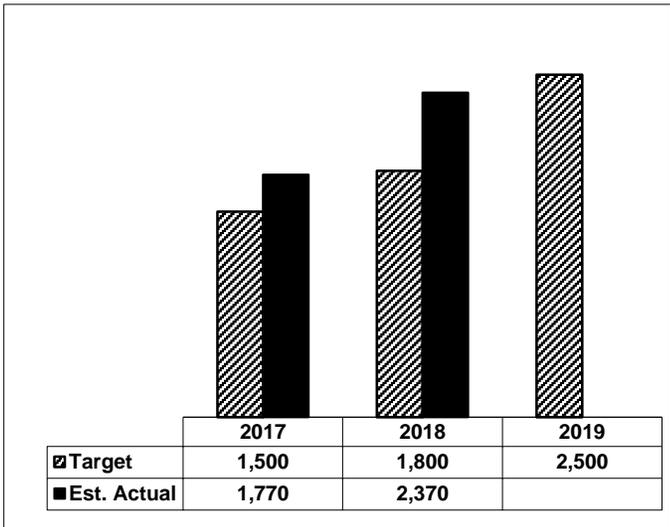
**2019 Program Detail**

**Public Health**

**Performance Measurements:**

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

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



**Tobacco/E-Cigarette Vendor Inspections**

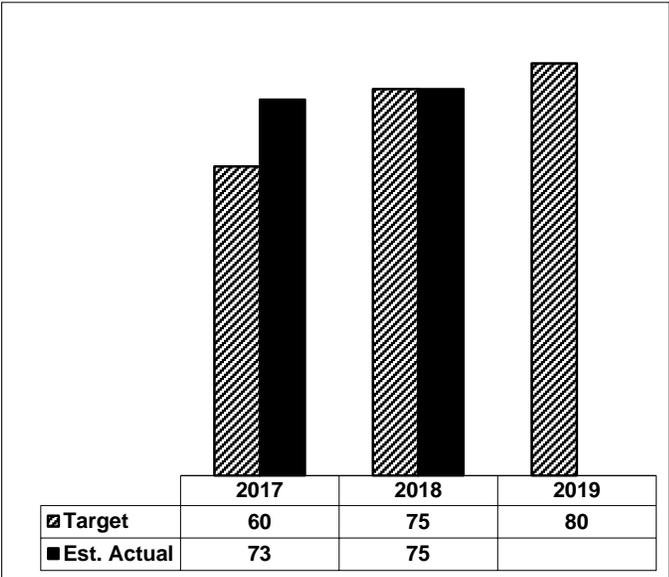
*Tobacco and e-cigarette vendors are inspected according to provincial Enforcement Directives and the Ontario Public Health Standards.*



2019 Program Detail

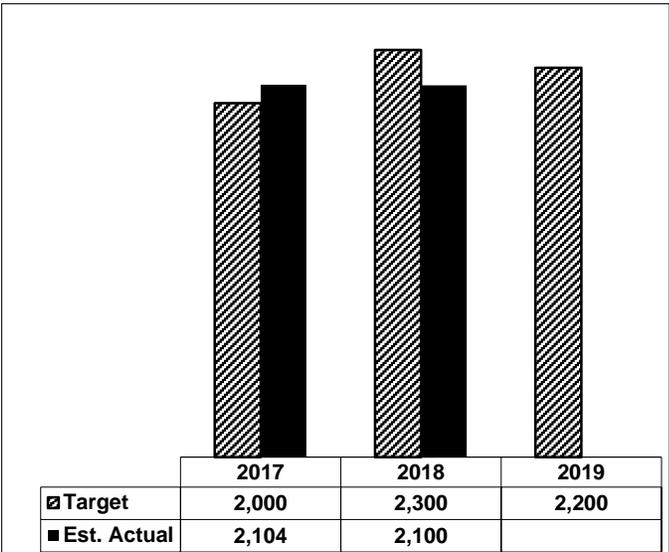
Public Health

Performance Data (continued):



Smoking/E-Cigarette Related Charges

*Vendor compliance inspections and complaint investigations may result in charges being laid under the Smoke-Free Ontario Act, 2017.*



Public Health Nurse School Visits

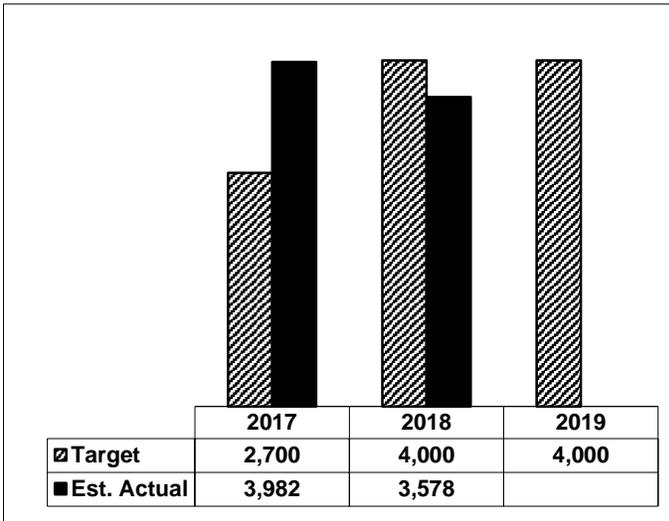
*Public health nurses from the Healthy Living program work with schools to implement comprehensive strategies to promote health.*



2019 Program Detail

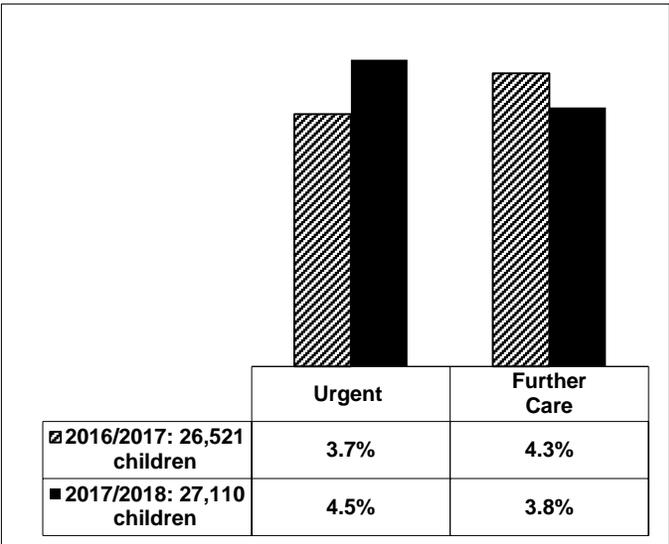
Public Health

Performance Data (continued):



Healthy Smiles Ontario

*Clinical dental services were provided by Oral Health staff for 3,578 children in 2018.*



Dental Screening

*Dental assistants and hygienists provide screening in all public schools and inform parents of their child's needs. Services can be provided at the Region's clinic (Whitby).*

**PROGRAM 1  
HEALTHY LIVING**



**2019 Program Detail**

**Public Health**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	9,968	10,893	11,237	(89)	11,148
Personnel Related	171	203	203	-	203
Communications	282	287	287	-	287
Supplies	334	340	340	(10)	330
Medical Care	132	90	90	-	90
Materials & Services	7	20	20	-	20
Equipment Maintenance & Repairs	4	4	4	-	4
Professional Services	330	330	330	44	374
Leased Facilities Expenses	8	5	5	(1)	4
<b>Operating Expenses Subtotal</b>	<b>11,236</b>	<b>12,172</b>	<b>12,516</b>	<b>(56)</b>	<b>12,460</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge - Substance Use	43	43	50	-	50
Health Charge - Dental Office	33	33	33	-	33
Health Recovery - Nurse	(42)	(43)	(50)	-	(50)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>34</b>	<b>33</b>	<b>33</b>	<b>-</b>	<b>33</b>
<b>Gross Operating Expenses</b>	<b>11,270</b>	<b>12,205</b>	<b>12,549</b>	<b>(56)</b>	<b>12,493</b>
<b>Tangible Capital Assets</b>					
New	5	5	-	-	-
<b>Total Tangible Capital Assets</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>11,275</b>	<b>12,210</b>	<b>12,549</b>	<b>(56)</b>	<b>12,493</b>
<b>Revenues</b>					
Provincial Subsidy	(2,896)	(2,854)	(2,854)	-	(2,854)
Sundry Revenue	(45)	-	-	(11)	(11)
<b>Total Revenues</b>	<b>(2,941)</b>	<b>(2,854)</b>	<b>(2,854)</b>	<b>(11)</b>	<b>(2,865)</b>
<b>Net Program Expenses</b>	<b>8,334</b>	<b>9,356</b>	<b>9,695</b>	<b>(67)</b>	<b>9,628</b>

**PROGRAM 1  
HEALTHY LIVING**



**2019 Program Detail**

**Public Health**

**Summary by Program Type**

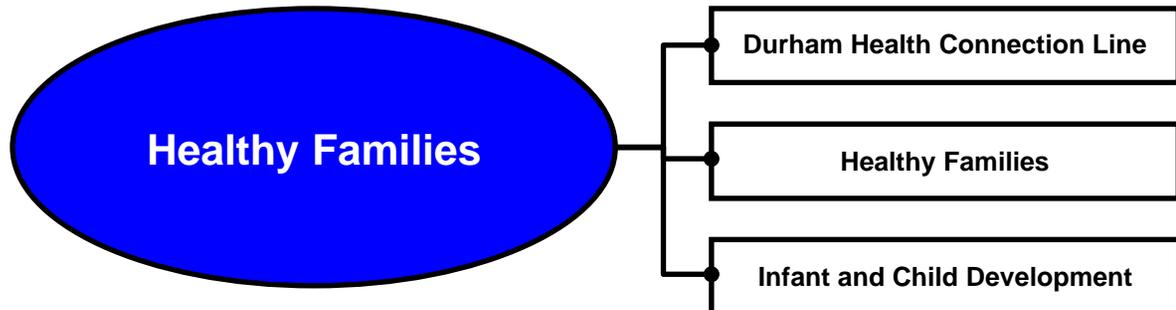
**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Gross Operating Expenses</b>					
HL-Chronic Disease Prevention	1,854	1,930	1,973	-	1,973
HL-School Health	2,988	3,481	3,546	(14)	3,532
HL-Determinants of Health	182	182	182	-	182
HL-CNO Initiative	122	122	122	-	122
HL-Injury Prevention	831	1,051	1,072	-	1,072
HL-Substance Use	1,329	1,343	1,372	5	1,377
HL-Harm Reduction	250	314	315	(65)	250
HL-Needle Exchange	132	90	90	-	90
HL-Dental Screening OH	1,286	1,338	1,458	-	1,458
HL-HSO-OH	1,436	1,439	1,440	-	1,440
HL-Tobacco Control Co-ord PHD	119	123	125	-	125
HL-SFOA-Youth Engagement PHD	80	80	80	-	80
HL-SFOA-Enforcement HP	580	631	693	18	711
HL-SFOA-Prosecution HP	16	16	16	-	16
HL-SFOA-ECA-HP	65	65	65	-	65
<b>Gross Operating Expenses</b>	<b>11,270</b>	<b>12,205</b>	<b>12,549</b>	<b>(56)</b>	<b>12,493</b>
<b>Tangible Capital Assets</b>					
HL-Injury Prevention	2	2	-	-	-
HL-Substance Use	3	3	-	-	-
<b>Total Tangible Capital Assets</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues</b>					
HL-Chronic Disease Prevention	(45)	-	-	(11)	(11)
HL-Determinants of Health	(181)	(181)	(181)	-	(181)
HL-CNO Initiative	(122)	(122)	(122)	-	(122)
HL-Harm Reduction	(250)	(250)	(250)	-	(250)
HL-Needle Exchange	(132)	(90)	(90)	-	(90)
HL-HSO-OH	(1,432)	(1,432)	(1,432)	-	(1,432)
HL-Tobacco Control Co-ord PHD	(100)	(100)	(100)	-	(100)
HL-SFOA-Youth Engagement PHD	(80)	(80)	(80)	-	(80)
HL-SFOA-Enforcement HP	(518)	(518)	(518)	-	(518)
HL-SFOA-Prosecution HP	(16)	(16)	(16)	-	(16)
HL-SFOA-ECA-HP	(65)	(65)	(65)	-	(65)
<b>Total Revenues</b>	<b>(2,941)</b>	<b>(2,854)</b>	<b>(2,854)</b>	<b>(11)</b>	<b>(2,865)</b>
<b>Net Program Expenses</b>	<b>8,334</b>	<b>9,356</b>	<b>9,695</b>	<b>(67)</b>	<b>9,628</b>



2019 Program Detail

Public Health



**Purpose:**

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

**Description of Program Activities:**

- ◆ **Durham Health Connection Line:** Provides assessment, health information, counselling and referral services to Durham Region residents. As of September 2018, calls related to school based immunizations, *Immunization of School Pupils Act* and *Child Care and Early Years Act, 2014* will be addressed by the Immunization Program.
- ◆ **Healthy Families:** Establishes evidence-informed programs, based on local needs and informed by key partners, to support healthy growth and development and healthy families. Programs and activities address preconception and prenatal education, positive parenting, family dynamics, and growth and developmental milestones. The Healthy Babies Healthy Children program, within the Healthy Families program, identifies new families at risk and provides support by conducting home visits, providing referrals to community resources, and providing service coordination in conjunction with community partners.
- ◆ **Infant and Child Development:** Provide assistance to infants and young children (birth to school entry) and their families to address issues of child development by providing home visits, service coordination and resources to families of children with special needs.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 86.5      Transfer an Assistant Manager position to HARP and transfer 0.5 FTE of a Manager position from General Administration Program and reclassify to a Program Manager.
- 2018 Full Time Staff = 87.0 (restated)

**Performance Measurements:**

Healthy Families undertakes numerous activities towards achieving its purpose.

The following represents some of the performance indicators:

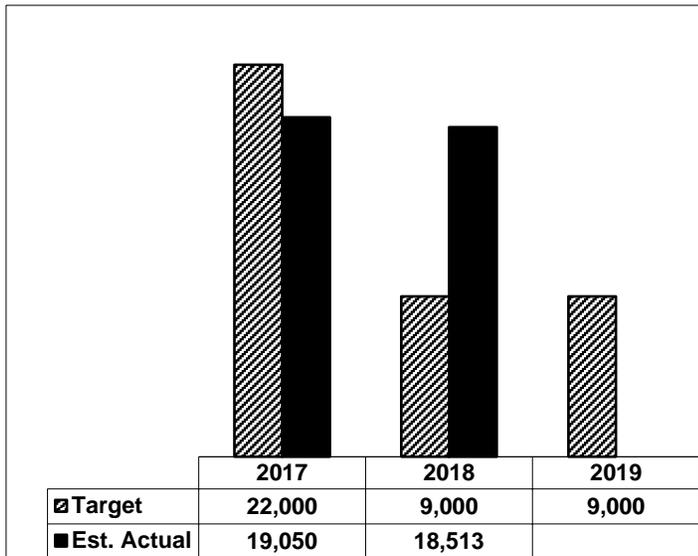
- ◆ Durham Health Connection Line Calls
- ◆ New Mothers Attending Breastfeeding Clinics
- ◆ Number of Home Visits to Clients in the Healthy Babies, Healthy Children Program
- ◆ Children Served/Waitlist for Infant and Child Development Program



2019 Program Detail

Public Health

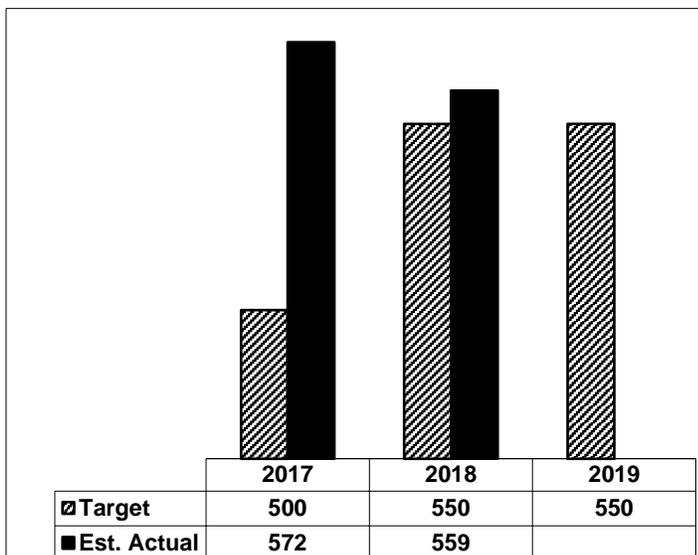
Performance Data:



Durham Health Connection Line Calls

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

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



New Mothers Attending Breastfeeding Clinics

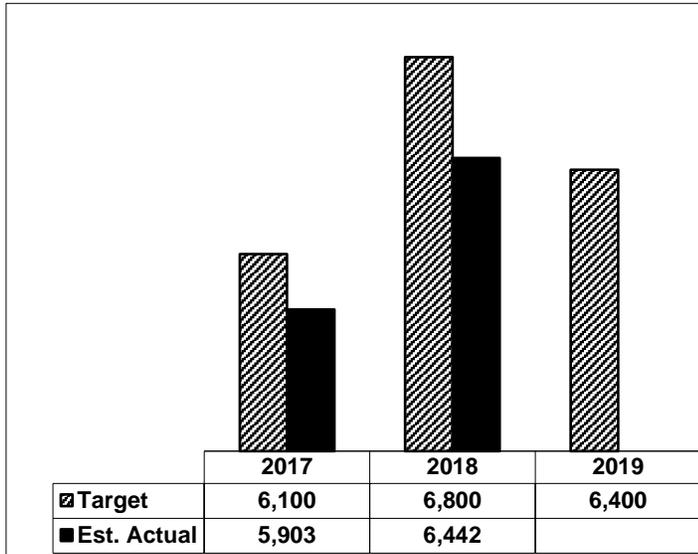
*Mothers attend breastfeeding clinics for information and counselling on lactation concerns.*



2019 Program Detail

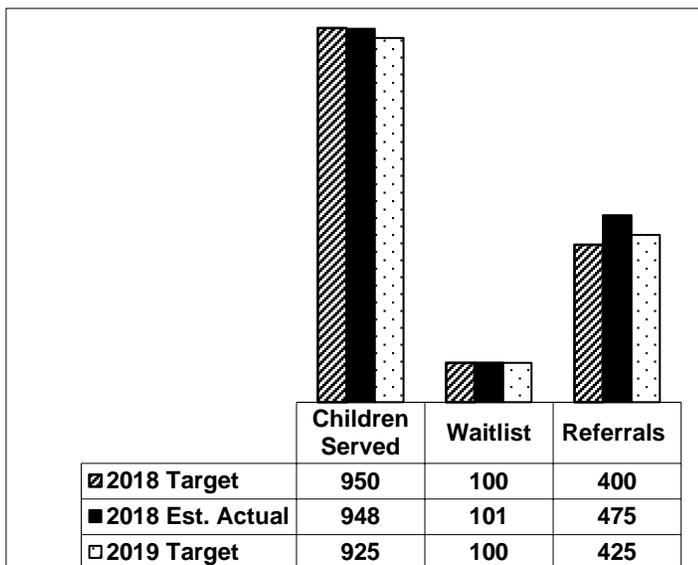
Public Health

Performance Data (continued):



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

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



Children Served/Waitlist For Infant & Child Development Program

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

**PROGRAM 2  
HEALTHY FAMILIES**



**2019 Program Detail**

**Public Health**

**Summary by Program Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	9,968	10,587	10,774	45	10,819
Personnel Related	258	256	256	5	261
Communications	192	186	186	1	187
Supplies	121	121	121	-	121
Medical Care	-	-	-	-	-
Materials & Services	10	11	11	-	11
Equipment Maintenance & Repairs	1	1	1	-	1
Professional Services	42	31	31	-	31
Leased Facilities Expenses	5	5	5	-	5
Insurance	2	2	2	-	2
<b>Operating Expenses Subtotal</b>	<b>10,599</b>	<b>11,200</b>	<b>11,387</b>	<b>51</b>	<b>11,438</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children's Services	-	-	-	(122)	(122)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(122)</b>	<b>(122)</b>
<b>Gross Operating Expenses</b>	<b>10,599</b>	<b>11,200</b>	<b>11,387</b>	<b>(71)</b>	<b>11,316</b>
<b>Tangible Capital Assets</b>					
New	5	5	-	-	-
Replacement	25	25	24	-	24
<b>Total Tangible Capital Assets</b>	<b>30</b>	<b>30</b>	<b>24</b>	<b>-</b>	<b>24</b>
<b>Total Expenses</b>	<b>10,629</b>	<b>11,230</b>	<b>11,411</b>	<b>(71)</b>	<b>11,340</b>
<b>Revenues</b>					
Provincial Subsidy	(3,839)	(3,839)	(3,839)	-	(3,839)
Fees & Service Charges	-	(10)	(10)	-	(10)
<b>Total Revenues</b>	<b>(3,839)</b>	<b>(3,849)</b>	<b>(3,849)</b>	<b>-</b>	<b>(3,849)</b>
<b>Net Program Expenses</b>	<b>6,790</b>	<b>7,381</b>	<b>7,562</b>	<b>(71)</b>	<b>7,491</b>

**PROGRAM 2  
HEALTHY FAMILIES**



**2019 Program Detail**

**Public Health**

**Summary by Program Type**

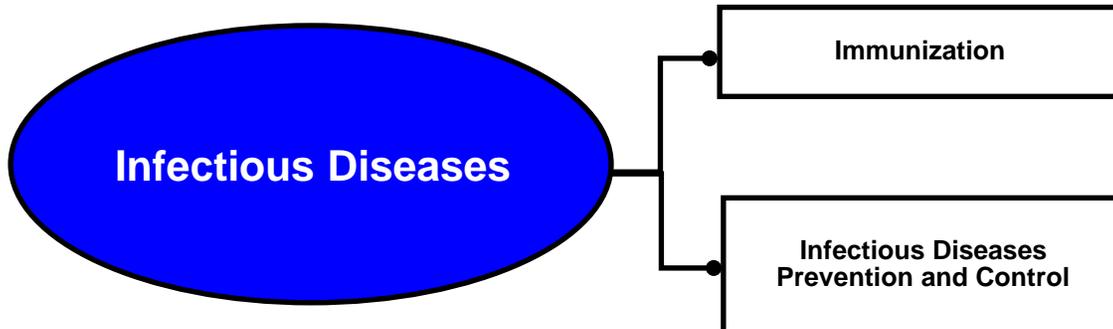
**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Gross Operating Expenses</b>					
HF-Durham Hlth Connection Line	781	617	629	-	629
HF-Prenatal and Newborn	2,498	2,803	2,859	(71)	2,788
HF-Child and Youth	1,653	1,870	1,880	-	1,880
HF-Hlthy Babies Hlthy Children	3,702	3,947	4,020	-	4,020
HF-Infant Child Development	1,965	1,963	1,999	-	1,999
<b>Gross Operating Expenses</b>	<b>10,599</b>	<b>11,200</b>	<b>11,387</b>	<b>(71)</b>	<b>11,316</b>
<b>Tangible Capital Assets</b>					
HF-Prenatal and Newborn	2	2	-	-	-
HF-Child and Youth	3	3	-	-	-
HF-Hlthy Babies Hlthy Children	20	20	19	-	19
HF-Infant Child Development	5	5	5	-	5
<b>Total Tangible Capital Assets</b>	<b>30</b>	<b>30</b>	<b>24</b>	<b>-</b>	<b>24</b>
<b>Revenues</b>					
HF-Hlthy Babies Hlthy Children	(2,848)	(2,848)	(2,848)	-	(2,848)
HF-Infant Child Development	(991)	(1,001)	(1,001)	-	(1,001)
<b>Total Revenues</b>	<b>(3,839)</b>	<b>(3,849)</b>	<b>(3,849)</b>	<b>-</b>	<b>(3,849)</b>
<b>Net Program Expenses</b>	<b>6,790</b>	<b>7,381</b>	<b>7,562</b>	<b>(71)</b>	<b>7,491</b>



2019 Program Detail

Public Health



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 88.4      Transfer 0.5 FTE of a Manager position from General Administration Program and reclassify to a Program Manager.
- 2018 Full Time Staff = 87.9



2019 Program Detail

Public Health

Performance Measurements:

Infectious Diseases undertakes numerous activities in meeting its purpose.

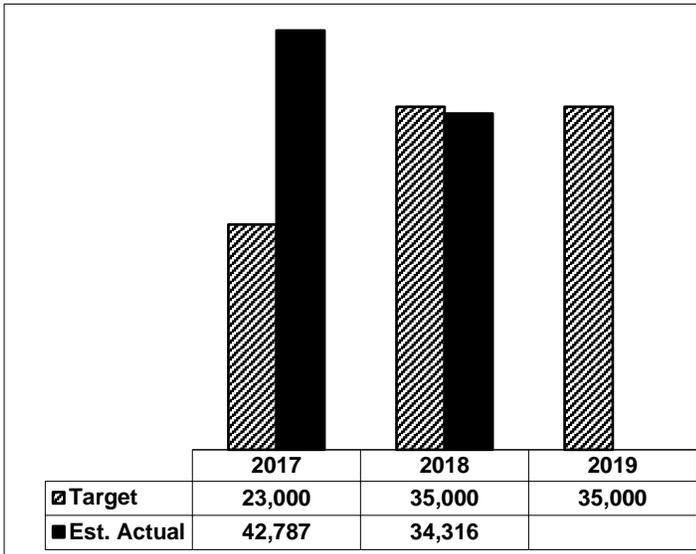
The following represents some of the performance indicators:

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

Performance Data:

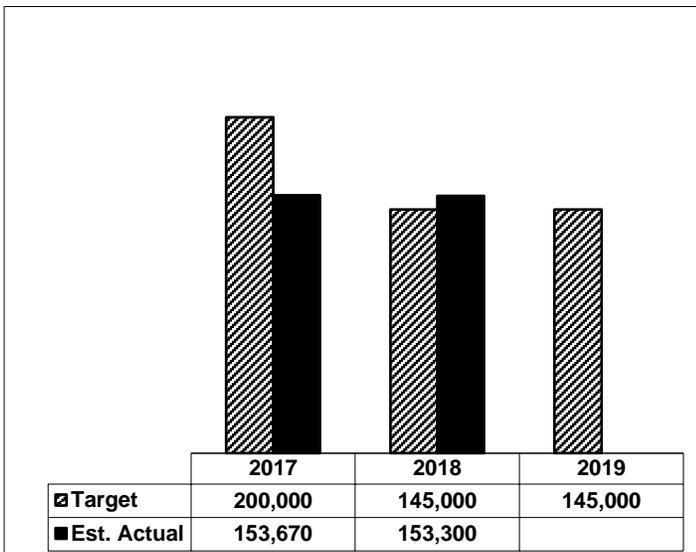
Vaccines Administered

*The Health Department administers vaccines for influenza, meningococcal disease, hepatitis B, and human papilloma virus (HPV) through clinics at schools and the community.*



Influenza Vaccine Distributed

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

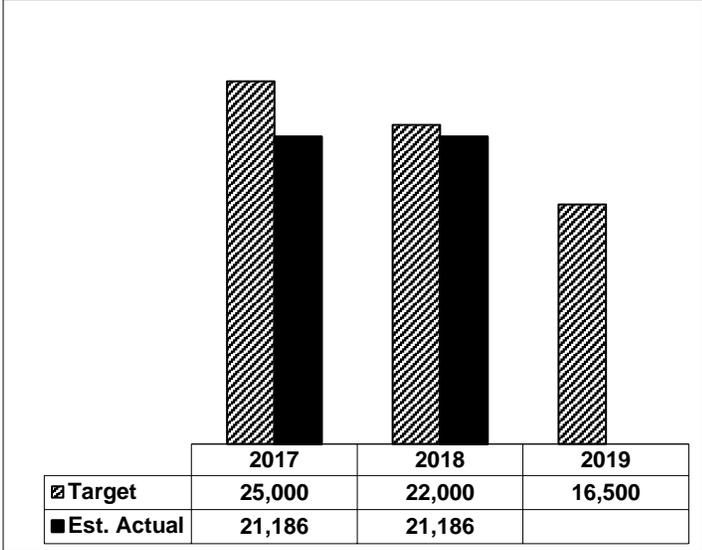




**2019 Program Detail**

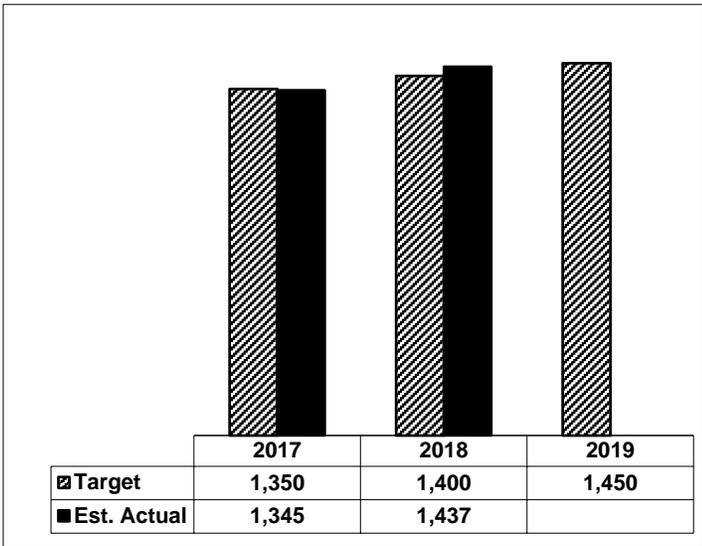
**Public Health**

**Performance Data (continued):**



**Questionnaires**

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



**Animal Bites Investigated for Rabies**

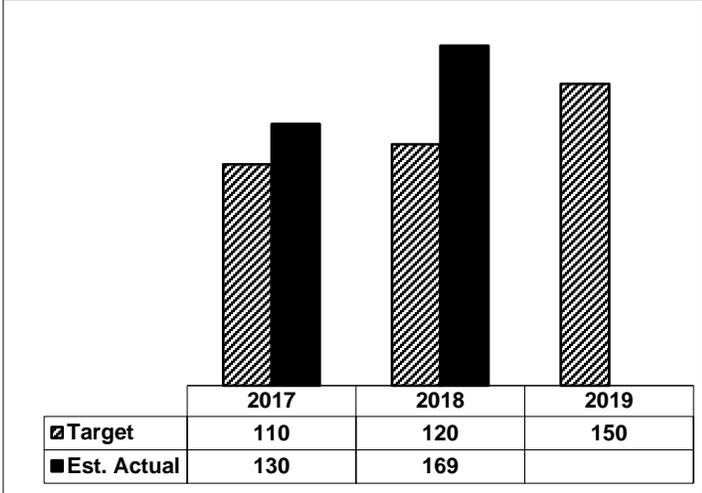
*Public Health inspectors investigate reported animal bites to humans, and isolate animals to prevent rabies cases in humans.*



2019 Program Detail

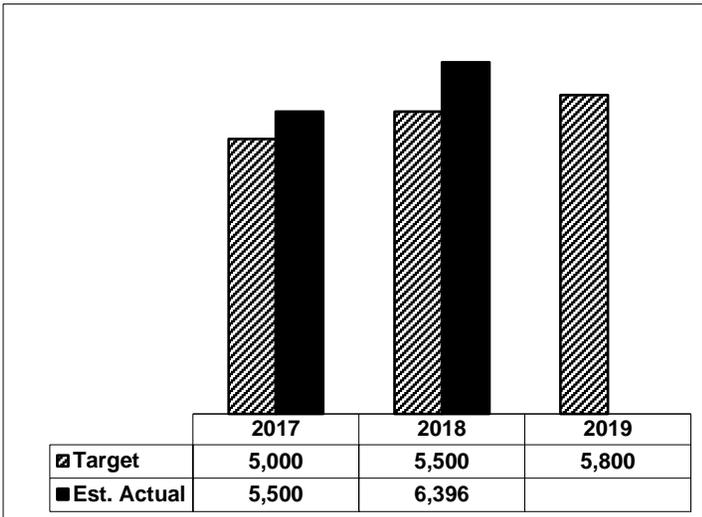
Public Health

Performance Data (continued):



**Infectious Diseases Outbreaks Investigated**

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



**Infectious Diseases Cases and Contacts Investigated**

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

**PROGRAM 3  
INFECTIOUS DISEASES**



**2019 Program Detail**

**Public Health**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	10,800	11,515	11,848	71	11,919
Personnel Related	190	230	230	1	231
Communications	204	203	203	36	239
Supplies	276	284	284	28	312
Medical Care	40	41	41	-	41
Materials & Services	285	245	245	-	245
Equipment Maintenance & Repairs	8	6	6	-	6
Professional Services	121	121	121	-	121
Leased Facilities Expenses	6	7	7	-	7
Financial Expenses	1	1	1	-	1
<b>Operating Expenses Subtotal</b>	<b>11,931</b>	<b>12,653</b>	<b>12,986</b>	<b>136</b>	<b>13,122</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Recovery - Health Protection	(19)	(19)	(21)	-	(21)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(19)</b>	<b>(19)</b>	<b>(21)</b>	<b>-</b>	<b>(21)</b>
<b>Gross Operating Expenses</b>	<b>11,912</b>	<b>12,634</b>	<b>12,965</b>	<b>136</b>	<b>13,101</b>
<b>Tangible Capital Assets</b>					
New	4	4	-	54	54
<b>Total Tangible Capital Assets</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>54</b>	<b>54</b>
<b>Total Expenses</b>	<b>11,916</b>	<b>12,638</b>	<b>12,965</b>	<b>190</b>	<b>13,155</b>
<b>Revenues</b>					
Provincial Subsidy	(898)	(1,257)	(1,257)	(52)	(1,309)
Fees & Service Charges	(200)	(200)	(200)	-	(200)
Sale of Publications	(65)	(65)	(65)	-	(65)
Sundry Revenue	(1)	-	-	-	-
Investment & Interest Income	-	(2)	(2)	2	-
<b>Total Revenues</b>	<b>(1,164)</b>	<b>(1,524)</b>	<b>(1,524)</b>	<b>(50)</b>	<b>(1,574)</b>
<b>Net Program Expenses</b>	<b>10,752</b>	<b>11,114</b>	<b>11,441</b>	<b>140</b>	<b>11,581</b>

**PROGRAM 3  
INFECTIOUS DISEASES**



**2019 Program Detail**

**Public Health**

**Summary by Program Type**

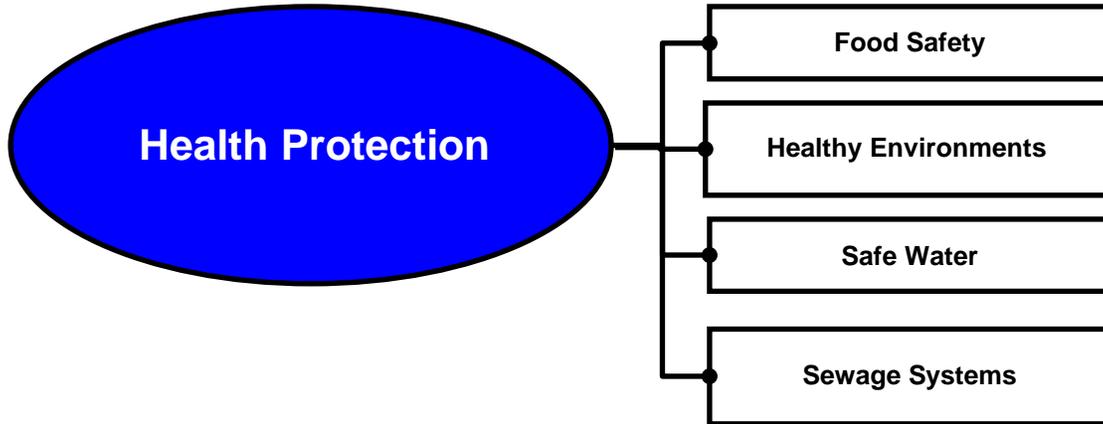
**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Gross Operating Expenses</b>					
IDPC-Panorama Readiness PHD	-	50	50	-	50
IDPC-Immunization PHD	5,596	5,653	5,771	133	5,904
IDPC-Infect Disease Enhnce PHD	498	809	831	-	831
IDPC-Prevention HP	91	91	91	-	91
IDPC-Infectious Diseases PHD	1,401	1,703	1,746	-	1,746
IDPC-Infectious Diseases HP	2,697	2,802	2,923	3	2,926
IDPC-Sexual Health PHD	1,629	1,526	1,553	-	1,553
<b>Gross Operating Expenses</b>	<b>11,912</b>	<b>12,634</b>	<b>12,965</b>	<b>136</b>	<b>13,101</b>
<b>Tangible Capital Assets</b>					
IDPC-Immunization PHD	2	2	-	52	52
IDPC-Infectious Diseases HP	2	2	-	2	2
<b>Total Tangible Capital Assets</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>54</b>	<b>54</b>
<b>Revenues</b>					
IDPC-Panorama Readiness PHD	-	(50)	(50)	-	(50)
IDPC-Immunization PHD	(185)	(185)	(185)	(52)	(237)
IDPC-Infect Disease Enhnce PHD	(357)	(668)	(668)	2	(666)
IDPC-Prevention HP	(90)	(90)	(90)	-	(90)
IDPC-Infectious Diseases HP	(452)	(451)	(451)	-	(451)
IDPC-Sexual Health PHD	(80)	(80)	(80)	-	(80)
<b>Total Revenues</b>	<b>(1,164)</b>	<b>(1,524)</b>	<b>(1,524)</b>	<b>(50)</b>	<b>(1,574)</b>
<b>Net Program Expenses</b>	<b>10,752</b>	<b>11,114</b>	<b>11,441</b>	<b>140</b>	<b>11,581</b>



2019 Program Detail

Public Health



Purpose:

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

Description of Program Activities:

- ◆ **Food Safety:** The Health Department enforces the *Health Protection and Promotion Act (HPPA)*, *Healthy Menu Choices Act, 2015 (HMCA)* and their Regulations by: conducting routine and complaint-based inspections of all food premises; providing education and training to food handlers and food service providers; and taking appropriate enforcement actions where necessary. Cases of suspected foodborne illnesses are investigated and outbreaks of foodborne illness are responded to. Communications regarding safe food handling practices, food recalls and foodborne illnesses support public awareness and community engagement. The DineSafe Durham disclosure program provides the public with results from food premises inspections in the Region of Durham. New in 2018 - low risk food premises selling pre-packaged non-hazardous foods only are required to be inspected once every two years. The number of premises that fit into this category will not be known until mid-2019.
- ◆ **Healthy Environments:** The Health Department responds to and investigates all inquiries and complaints regarding local potential health hazards. Public awareness activities include developing and implementing risk communication strategies and providing educational material and information to the public about health hazards in the environment. Collaboration with community partners includes participation on Regional Climate Change Initiatives/Workgroups and implementation of a Heat Warning and Information System. A system is in place to manage Potassium Iodide (KI) Pill distribution related to nuclear emergency preparedness in consultation with Ontario Power Generation and other key stakeholders. Program activities also include public health emergency preparation and response, including review and updating of the Health Department Emergency Master Plan and participation in emergency exercises.



## 2019 Program Detail

## Public Health

### Description of Program Activities (continued):

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

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 42.9  
2018 Full Time Staff = 42.9

### Performance Measurements:

Health Protection undertakes numerous activities towards achieving its purpose.

The following represents some of the performance indicators:

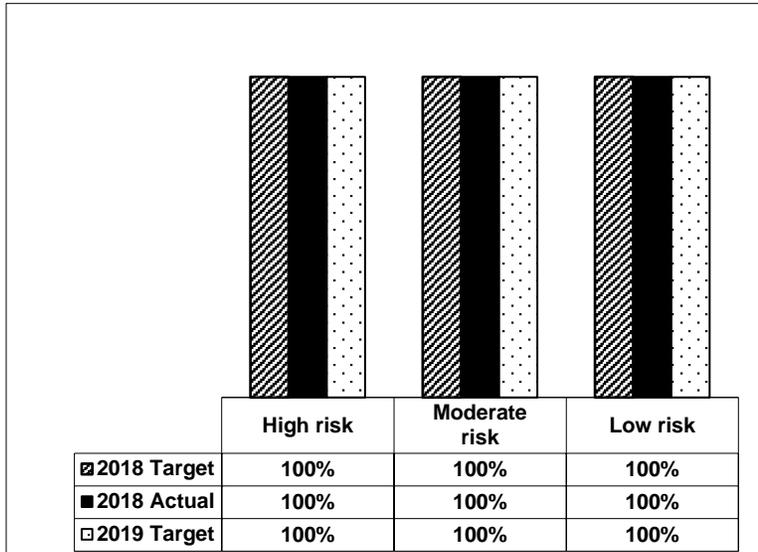
- ◆ Food Premises Inspection Frequency
- ◆ Food Premises Inspection Volume
- ◆ West Nile Virus Orders Issued
- ◆ Stagnant Water Assessments
- ◆ Inspections of Sewage Systems



2019 Program Detail

Public Health

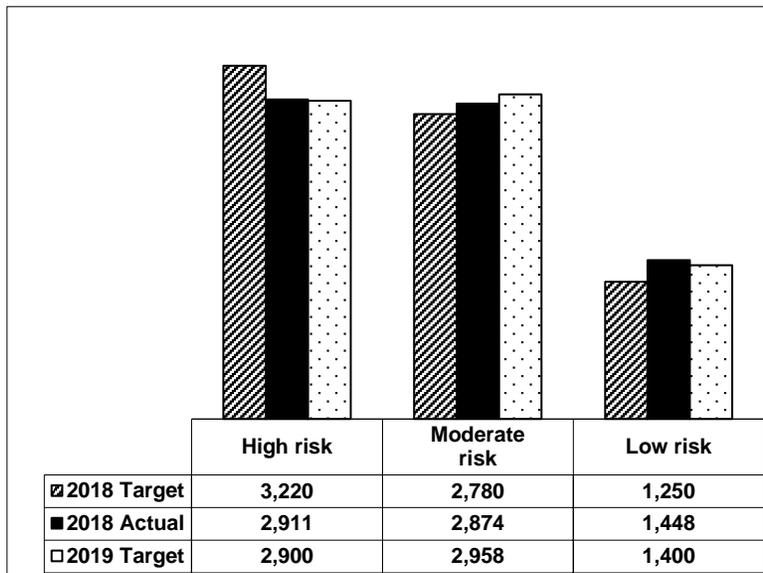
Performance Data:



Food Premises Inspection Frequency

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

*Risk assessments are used to prioritize inspections.*



Food Premises Inspection Volume

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

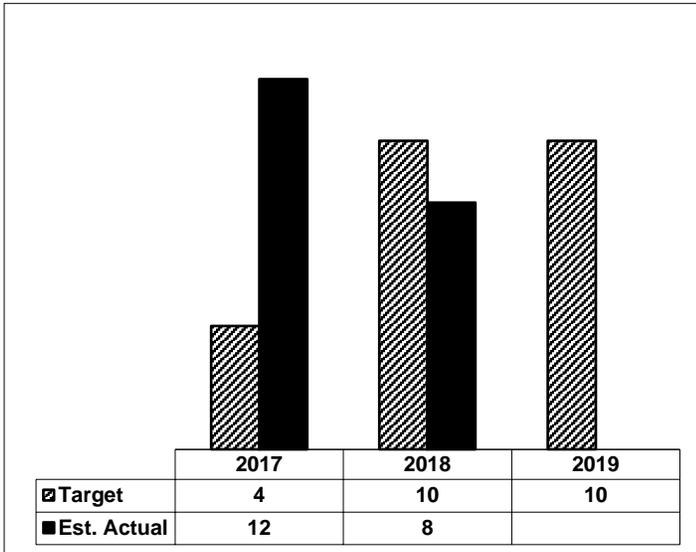
*The number of inspections is determined by risk category, and number of premises plus 1 Healthy Menu Choice Act, 2015 (HMCA) inspection. The HMCA inspections began in 2017.*



2019 Program Detail

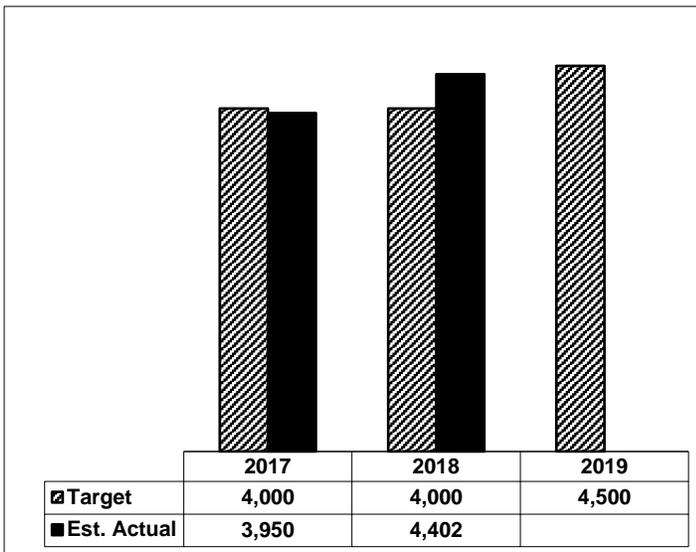
Public Health

Performance Data (continued):



West Nile Virus Orders Issued

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



Stagnant Water Assessments

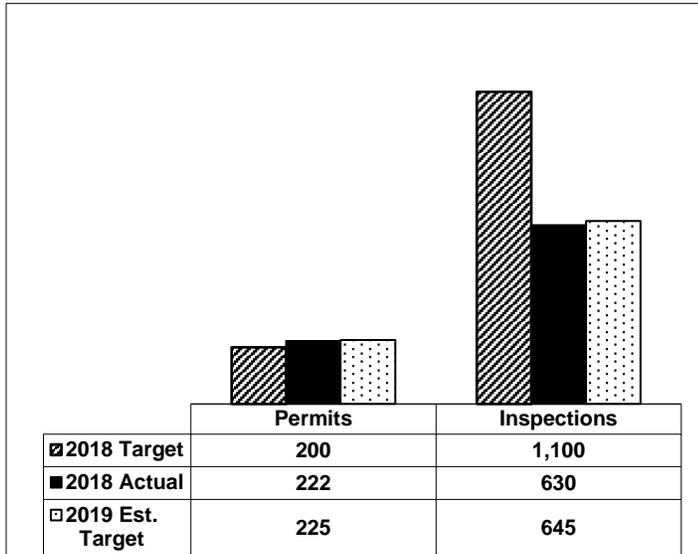
*Sites with stagnant water conditions are assessed to determine if measures need to be taken to reduce the potential for West Nile virus spread.*



2019 Program Detail

Public Health

Performance Data (continued):



Inspections of Sewage Systems  
(OBC - Part 8)

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

**PROGRAM 4  
HEALTH PROTECTION**



**2019 Program Detail**

**Public Health**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	5,634	5,492	5,669	20	5,689
Personnel Related	183	241	240	-	240
Communications	73	96	96	-	96
Supplies	66	87	87	6	93
Materials & Services	8	14	14	-	14
Equipment Maintenance & Repairs	2	3	3	-	3
Professional Services	17	17	17	-	17
Leased Facilities Expenses	-	1	1	-	1
Financial Expenses	1	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>5,984</b>	<b>5,951</b>	<b>6,127</b>	<b>26</b>	<b>6,153</b>
<b>Transfers from Related Entities</b>					
NextGen Charge	5	5	5	-	5
<b>Transfers from Related Entities Subtotal</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>5</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge - Infectious Diseases	19	19	21	-	21
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>19</b>	<b>19</b>	<b>21</b>	<b>-</b>	<b>21</b>
<b>Gross Operating Expenses</b>	<b>6,008</b>	<b>5,975</b>	<b>6,153</b>	<b>26</b>	<b>6,179</b>
<b>Tangible Capital Assets</b>					
New	1	1	-	13	13
<b>Total Tangible Capital Assets</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>13</b>	<b>13</b>
<b>Total Expenses</b>	<b>6,009</b>	<b>5,976</b>	<b>6,153</b>	<b>39</b>	<b>6,192</b>
<b>Revenues</b>					
Provincial Subsidy	(183)	(183)	(183)	-	(183)
Fees & Service Charges	(635)	(661)	(661)	(68)	(729)
<b>Total Revenues</b>	<b>(818)</b>	<b>(844)</b>	<b>(844)</b>	<b>(68)</b>	<b>(912)</b>
<b>Net Program Expenses</b>	<b>5,191</b>	<b>5,132</b>	<b>5,309</b>	<b>(29)</b>	<b>5,280</b>

**PROGRAM 4  
HEALTH PROTECTION**



**2019 Program Detail**

**Public Health**

**Summary by Program Type**

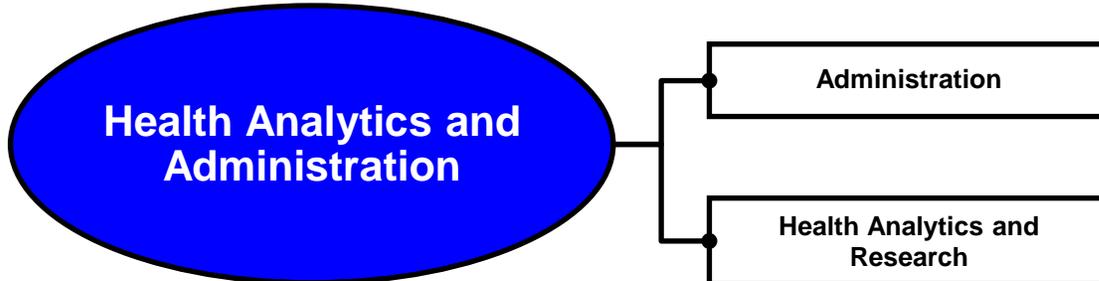
**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Gross Operating Expenses</b>					
HP-Food Safety	2,271	2,176	2,279	5	2,284
HP-Enhanced Food Safety	87	90	91	-	91
HP-PHI Practicum Grant	10	10	10	-	10
HP-Safe Water	1,481	1,481	1,513	-	1,513
HP-Enhanced Safe Water	52	52	53	-	53
HP-Healthy Environments HP	1,119	1,119	1,142	1	1,143
HP-Emergency Mgmt HP	286	307	317	-	317
HP-Emergency Mgmt PHN	53	58	59	-	59
HP-KI Pill Distribution	225	225	225	-	225
HP-Part 8 Ont Building Code	374	366	373	-	373
HP-Sewage System Main Inspect	50	91	91	20	111
<b>Gross Operating Expenses</b>	<b>6,008</b>	<b>5,975</b>	<b>6,153</b>	<b>26</b>	<b>6,179</b>
<b>Tangible Capital Assets</b>					
HP-Food Safety	1	1	-	6	6
HP-Healthy Environments HP	-	-	-	7	7
<b>Total Tangible Capital Assets</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>13</b>	<b>13</b>
<b>Revenues</b>					
HP-Food Safety	(60)	(45)	(45)	(48)	(93)
HP-Enhanced Food Safety	(83)	(83)	(83)	-	(83)
HP-PHI Practicum Grant	(10)	(10)	(10)	-	(10)
HP-Safe Water	(42)	(42)	(42)	-	(42)
HP-Enhanced Safe Water	(48)	(48)	(48)	-	(48)
HP-KI Pill Distribution	(225)	(225)	(225)	-	(225)
HP-Part 8 Ont Building Code	(300)	(300)	(300)	-	(300)
HP-Sewage System Main Inspect	(50)	(91)	(91)	(20)	(111)
<b>Total Revenues</b>	<b>(818)</b>	<b>(844)</b>	<b>(844)</b>	<b>(68)</b>	<b>(912)</b>
<b>Net Program Expenses</b>	<b>5,191</b>	<b>5,132</b>	<b>5,309</b>	<b>(29)</b>	<b>5,280</b>



2019 Program Detail

Public Health



**Purpose:**

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

**Description of Program Activities:**

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

**Description Of Program Resources:**

- ♦ 2019 Full Time Staff = 69.3  
2018 Full Time Staff = 69.3 (restated)

**PROGRAM 5  
HEALTH ANALYTICS AND ADMINISTRATION**



**2019 Program Detail**

**Public Health**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	6,660	7,113	7,489	(48)	7,441
Personnel Related	127	98	97	20	117
Communications	141	133	132	-	132
Supplies	114	91	91	-	91
Computer Maintenance & Operations	260	260	260	-	260
Materials & Services	140	139	139	-	139
Equipment Maintenance & Repairs	23	23	23	-	23
Professional Services	147	144	144	-	144
Leased Facilities Expenses	6	5	5	-	5
Financial Expenses	47	47	49	-	49
<b>Operating Expenses Subtotal</b>	<b>7,665</b>	<b>8,053</b>	<b>8,429</b>	<b>(28)</b>	<b>8,401</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate IT Charge	272	272	272	-	272
Corporate HR Charge	247	247	256	-	256
Recovery - Social Assistance	(85)	(85)	(86)	-	(86)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>434</b>	<b>434</b>	<b>442</b>	<b>-</b>	<b>442</b>
<b>Gross Operating Expenses</b>	<b>8,099</b>	<b>8,487</b>	<b>8,871</b>	<b>(28)</b>	<b>8,843</b>
<b>Tangible Capital Assets</b>					
New	6	6	-	-	-
Replacement	303	303	317	-	317
<b>Total Tangible Capital Assets</b>	<b>309</b>	<b>309</b>	<b>317</b>	<b>-</b>	<b>317</b>
<b>Total Expenses</b>	<b>8,408</b>	<b>8,796</b>	<b>9,188</b>	<b>(28)</b>	<b>9,160</b>

**PROGRAM 5  
HEALTH ANALYTICS AND ADMINISTRATION**



**2019 Program Detail**

**Public Health**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(40)	(60)	(43)	-	(43)
Sundry Revenue	(15)	(15)	(15)	-	(15)
<b>Total Revenues</b>	<b>(55)</b>	<b>(75)</b>	<b>(58)</b>	<b>-</b>	<b>(58)</b>
<b>Net Program Expenses</b>	<b>8,353</b>	<b>8,721</b>	<b>9,130</b>	<b>(28)</b>	<b>9,102</b>

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

Net Program Expenses Per Above	9,102
Less: Tangible Capital Assets	(317)
Net Operating Program Expenses Per Program Summary	<u>8,785</u>

**PROGRAM 5  
HEALTH ANALYTICS AND ADMINISTRATION**



**2019 Program Detail**

**Public Health**

**Summary by Program Type**

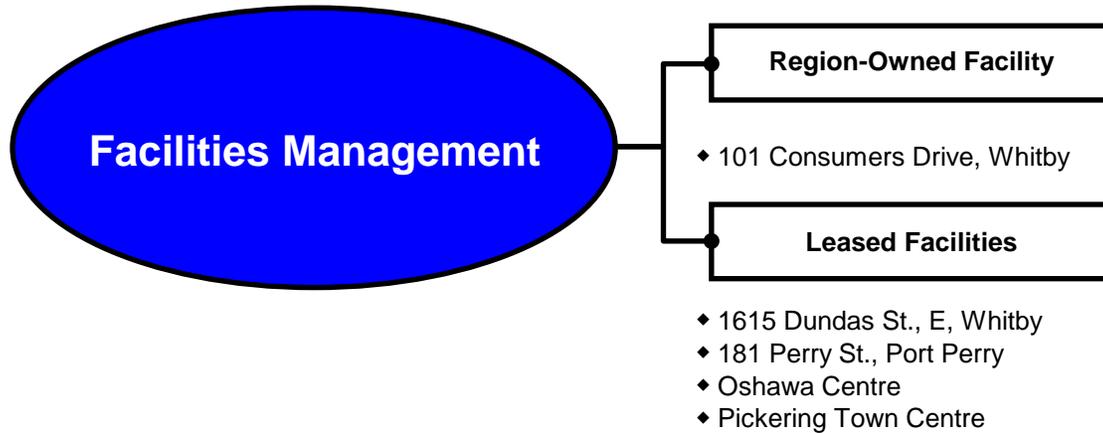
**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Gross Operating Expenses</b>					
General	6,783	7,103	7,467	(137)	7,330
HARP	758	805	833	109	942
HR Services	246	247	256	-	256
IT Services	272	272	272	-	272
MOH Remuneration	40	60	43	-	43
<b>Gross Operating Expenses</b>	<b>8,099</b>	<b>8,487</b>	<b>8,871</b>	<b>(28)</b>	<b>8,843</b>
<b>Tangible Capital Assets</b>					
General	309	309	317	-	317
<b>Total Tangible Capital Assets</b>	<b>309</b>	<b>309</b>	<b>317</b>	<b>-</b>	<b>317</b>
<b>Revenues</b>					
General	(15)	(15)	(15)	-	(15)
MOH Remuneration	(40)	(60)	(43)	-	(43)
<b>Total Revenues</b>	<b>(55)</b>	<b>(75)</b>	<b>(58)</b>	<b>-</b>	<b>(58)</b>
<b>Net Program Expenses</b>	<b>8,353</b>	<b>8,721</b>	<b>9,130</b>	<b>(28)</b>	<b>9,102</b>



**2019 Program Detail**

**Public Health**



**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

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

**Performance Measurements:**

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

**PROGRAM 6  
FACILITIES MANAGEMENT**



**2019 Program Detail**

**Public Health**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Supplies	2	2	2	-	2
Utilities	38	38	35	-	35
Materials & Services	7	5	5	-	5
Buildings & Grounds Operations	69	40	47	-	47
Equipment Maintenance & Repairs	1	1	1	-	1
Contracted Services	87	87	79	-	79
Leased Facilities Expenses	358	358	358	-	358
Insurance	9	9	10	-	10
Major Repairs & Renovations	6	6	-	30	30
<b>Operating Expenses Subtotal</b>	<b>577</b>	<b>546</b>	<b>537</b>	<b>30</b>	<b>567</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works - Facilities Management Charge	59	59	60	-	60
Health Recovery - Dental Office	(33)	(33)	(33)	-	(33)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>26</b>	<b>26</b>	<b>27</b>	<b>-</b>	<b>27</b>
<b>Gross Operating Expenses</b>	<b>603</b>	<b>572</b>	<b>564</b>	<b>30</b>	<b>594</b>
<b>Tangible Capital Assets</b>					
Replacement	100	100	-	70	70
<b>Total Tangible Capital Assets</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>70</b>	<b>70</b>
<b>Net Program Expenses</b>	<b>703</b>	<b>672</b>	<b>564</b>	<b>100</b>	<b>664</b>

**PROGRAM 7  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Public Health**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 7  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Public Health**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>1,995</b>	<b>1,995</b>	<b>1,805</b>	<b>235</b>	<b>2,040</b>

## PROGRAM 8 CONTRIBUTION FROM PROVINCE



### 2019 Program Detail

### Public Health

#### Purpose:

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

#### Description of Program Activities:

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

**PROGRAM 8  
CONTRIBUTION FROM PROVINCE**



**2019 Program Detail**

**Public Health**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Provincial Subsidy	(26,079)	(26,079)	(26,079)	-	(26,079)
<b>Total Revenues</b>	<b>(26,079)</b>	<b>(26,079)</b>	<b>(26,079)</b>	<b>-</b>	<b>(26,079)</b>



## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2019 Program Detail

### Public Health

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Healthy Families - Program 2 (included on Program Detail page)</u></b>			
<b>Healthy Babies, Healthy Children</b>			
1 Power Laptop Computers	8	2,400	19,200
<b>Infant Child Development</b>			
2 Power Laptop Computers	2	2,400	4,800
		Subtotal	<b>24,000</b>
<b><u>Health Analytics and Administration - Program 5</u></b>			
<b>Administration</b>			
3 Laptop Computers	80	1,500	120,000
4 Power Laptop - tablets	32	2,400	76,800
5 Printers	10	1,000	10,000
6 Environmental Health Tablets	15	2,500	37,500
7 Environmental Health Printers	15	500	7,500
8 Furniture (cabinets, workstations for accessibility, etc)			40,000
9 Network Equipment, including servers			10,000
10 Laptops for Health Emergency Operating Centre backup	10	1,500	15,000
		Subtotal	<b>316,800</b>
<b>BUILDING</b>			
<b><u>Facilities Management - Program 6</u></b>			
11 Office Renovations - Oral Health Clinic			20,000
12 Network upgrade - Oshawa			50,000
		Subtotal	<b>70,000</b>
		Subtotal	<b>386,800</b>
		Total	<b>410,800</b>

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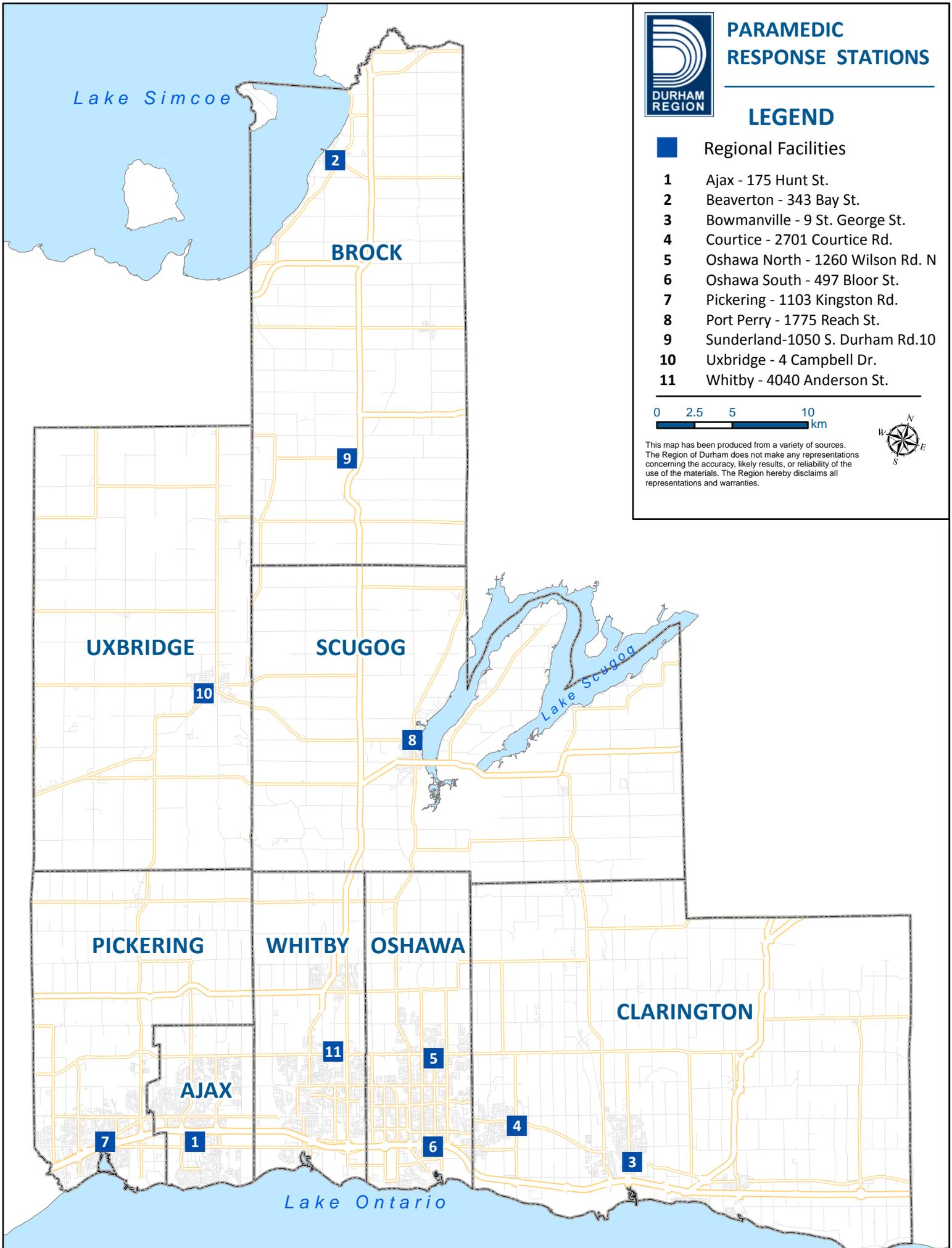
# PARAMEDIC RESPONSE STATIONS

## LEGEND

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



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## PROGRAM SUMMARY



### 2019 Business Plan

### Health - Paramedic Services

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	3,779	3,664	3,857	-	3,857
2 Operations	35,963	34,619	35,512	1,256	36,768
3 Quality Development	875	840	860	-	860
4 Planning and Logistics	4,204	4,157	4,261	92	4,353
5 Facilities Management	1,944	1,897	1,900	30	1,930
6 Hospital Contract - Offload Delay					
Net Expenses	475	475	475	-	475
Provincial Subsidy	(475)	(475)	(475)	-	(475)
Subtotal	-	-	-	-	-
7 Primary Care Outreach Program	-	-	-	337	337
<b>Operating Subtotal</b>	<b>46,765</b>	<b>45,177</b>	<b>46,390</b>	<b>1,715</b>	<b>48,105</b>
<b>Tangible Capital Assets:</b>					
8 New	-	-	-	458	458
8 Replacement	3,306	3,306	1,678	-	1,678
Contribution from Reserve/ Reserve Fund	(258)	(258)	-	(149)	(149)
<b>Tangible Capital Assets Subtotal</b>	3,048	3,048	1,678	309	1,987
<b>Total Program Expenses</b>	<b>49,813</b>	<b>48,225</b>	<b>48,068</b>	<b>2,024</b>	<b>50,092</b>
<b>Revenue Programs</b>					
9 Contribution from Province	(22,475)	(22,475)	(24,208)	-	(24,208)
<b>Total Revenue Programs</b>	<b>(22,475)</b>	<b>(22,475)</b>	<b>(24,208)</b>	<b>-</b>	<b>(24,208)</b>
<b>Net Program Expenses</b>	<b>27,338</b>	<b>25,750</b>	<b>23,860</b>	<b>2,024</b>	<b>25,884</b>

Summary of Increase (Decrease)

(\$1,890)
-7.34%
\$134
0.52%

## PROGRAM SUMMARY



### 2019 Business Plan

### Health - Paramedic Services

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	776	Economic increases
Salaries & Benefits	260	Annualization - 4 positions
Operating Expenses	208	Inflationary increases including uniforms and medical supplies
Operating Expenses	(8)	Utility savings
Major Repairs & Renovations	(17)	Remove one-time items
Minor Assets & Renovations	(6)	Remove one-time items
Tangible Capital Assets - Replacement	(1,628)	Remove one-time items
Contribution From Reserve/Reserve Fund	258	Remove one-time contribution
Contribution From Province	(1,733)	Estimated subsidy increase
	(1,890)	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Health - Paramedic Services

(\$,000's)

### Operations

<ul style="list-style-type: none"> <li>◆ New Positions: 4 Full-time Primary Care Paramedic positions and 4 Full-Time Advanced Care Paramedic positions, effective July 1, 2019, to staff a new 24 hour ambulance to respond to increasing call volumes and enhance emergency coverage throughout the Region. (Annualized cost \$1,041k)</li> <li>◆ Increase to WSI due to change in legislation regarding post traumatic stress disorder (PTSD) and cost increases.</li> <li>◆ Increase in the provision for meal claims as required for in the Collective Agreement.</li> <li>◆ Additional Communication costs for cellular data in fleet.</li> <li>◆ Increase in Computer Maintenance &amp; Operations for CAD link in vehicles allowing simultaneous notification of calls and information with Central Ambulance Communications Centre (CACC) to improve response time reporting.</li> <li>◆ Increase in special event fees as a result of proposed rate increases.</li> </ul>	<p>536</p> <p>650</p> <p>30</p> <p>2</p> <p>60</p> <p>(22)</p> <hr style="border: 0.5px solid black;"/> <p>1,256</p>
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### Planning and Logistics

<ul style="list-style-type: none"> <li>◆ New Position: 1 General Maintenance and Repair position, effective July 1, 2019, to address increased workload due to call volume and maintenance requirements. (Annualized cost \$79k)</li> <li>◆ Increase in Medical Supplies due to call volume.</li> <li>◆ Cyclical replacement of Intraosseous Infusion (I/O) delivery devices.</li> <li>◆ Increase in vehicle maintenance and repair costs to maintain growing fleet.</li> <li>◆ Decrease in Fuel costs due to a reduction in the number of litres projected as a result of the reopening of the Port Perry Hospital.</li> </ul>	<p>39</p> <p>60</p> <p>30</p> <p>20</p> <p>(57)</p> <hr style="border: 0.5px solid black;"/> <p>92</p>
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### Facilities Management

<ul style="list-style-type: none"> <li>◆ Increase in Plumbing Maintenance (\$3k) and Grounds Maintenance (\$5) based on historical actuals and projected requirements.</li> <li>◆ Elimination of the Property Rental costs for the former Sunderland station.</li> <li>◆ Major Repairs and Renovations: One-time maintenance requirements for Paramedic Response Stations in 2019.                         <ul style="list-style-type: none"> <li>- Exhaust Fan at the Whitby Station</li> <li>- Office Renovations and Carpet Replacement at the Whitby Station</li> </ul> </li> </ul>	<p>8</p> <p>(1)</p> <p>15</p> <p>8</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal 23</p> <hr style="border: 0.5px solid black;"/> <p>30</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Health - Paramedic Services

(\$,000's)

#### Primary Care Outreach Program

<ul style="list-style-type: none"> <li>◆ New Position: 1 Advanced Care Paramedic position, effective July 1, 2019, for Primary Care Outreach Program (Annualized cost \$137k)</li> <li>◆ Part-time Advanced Care Paramedic for vacation and sick coverage for the full-time position.</li> <li>◆ Allocation of the Family Counsellor 2 position from Social Services - Family Services</li> <li>◆ Costs required to operate the Primary Care Outreach Program including medical and hygiene supplies (\$5k), training costs (\$5k), vehicle maintenance (\$8k) and fuel costs (\$14k).</li> </ul>	<p>69</p> <p>111</p> <p>125</p> <p>32</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">337</p> <hr style="border: 0.5px solid black;"/>
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#### Tangible Capital Assets

**NEW**

<ul style="list-style-type: none"> <li>◆ Purchase of one (1) new ambulance and associated equipment for the Whitby station and one (1) new ambulance and associated equipment for the reallocation of paramedic staff from rapid response vehicles to ambulances. This second ambulance will service the Sunderland community during peak deployment.</li> <li>◆ Purchase of an additional power assist cot.</li> </ul>	<p>433</p> <p>25</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">Subtotal 458</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">(149)</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">309</p> <hr style="border: 0.5px solid black;"/>
<b>Total Program Changes</b>	<hr style="border: 0.5px solid black;"/> <p style="text-align: right;"><b>2,024</b></p> <hr style="border: 0.5px solid black;"/>



## **2019 Program Detail**

## **Health - Paramedics Services**

### **Purpose:**

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

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

- ◆ Departmental managers will be working closely with the Base Hospital Utilization Committee to review services, and determine priorities and "best practices" for operational effectiveness and efficiency.
- ◆ Currently there are up to 3 Operations Superintendents/Managers to provide clinical and administrative leadership to 62 paramedics staffing 30 ambulances and 2 Rapid Response Vehicles at peak times for the whole of Durham Region. The Regulations of the Ambulance Act (Part VIII) respecting response time standards require ongoing monitoring, investigating and reporting with respect to paramedical and service performance.
- ◆ Increases in call volume and legislative changes have required more monitoring of staff to ensure overall health and wellbeing of frontline paramedics.

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

- ◆ 2019 Full Time Staff = 24  
2018 Full Time Staff = 24

### **Performance Measurements:**

- ◆ Reporting of divisional activities are accurate and submitted to the Ministry of Health and Long-Term Care as required; cost-sharing by the province is optimized for operational and capital requirements.  
2019 Planned Service Level: 100%  
2018 Projected Service Level: 100%  
2018 Planned Service Level: 100%

**PROGRAM 1  
ADMINISTRATION**



**2019 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	3,381	3,181	3,365	-	3,365
Personnel Related	40	51	51	-	51
Communications	46	71	71	-	71
Supplies	19	26	26	-	26
Materials & Services	11	21	21	-	21
Equipment Maintenance & Repairs	1	18	18	-	18
Professional Services	2	14	14	-	14
Insurance	174	174	180	-	180
<b>Operating Expenses Subtotal</b>	<b>3,674</b>	<b>3,556</b>	<b>3,746</b>	<b>-</b>	<b>3,746</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate IT Charge	56	56	56	-	56
Corporate HR Charge	69	69	72	-	72
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>125</b>	<b>125</b>	<b>128</b>	<b>-</b>	<b>128</b>
<b>Total Expenses</b>	<b>3,799</b>	<b>3,681</b>	<b>3,874</b>	<b>-</b>	<b>3,874</b>
<b>Revenues</b>					
Fees & Service Charges	(20)	(17)	(17)	-	(17)
<b>Total Revenues</b>	<b>(20)</b>	<b>(17)</b>	<b>(17)</b>	<b>-</b>	<b>(17)</b>
<b>Net Program Expenses</b>	<b>3,779</b>	<b>3,664</b>	<b>3,857</b>	<b>-</b>	<b>3,857</b>



## **2019 Program Detail**

## **Health - Paramedic Services**

### **Purpose:**

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

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

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

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

- ◆ 2019 Full Time Staff = 244      New Positions: 4 Primary Care Paramedics and 4 Advanced Care Paramedics
- 2018 Full Time Staff = 236

### **Performance Measurements:**

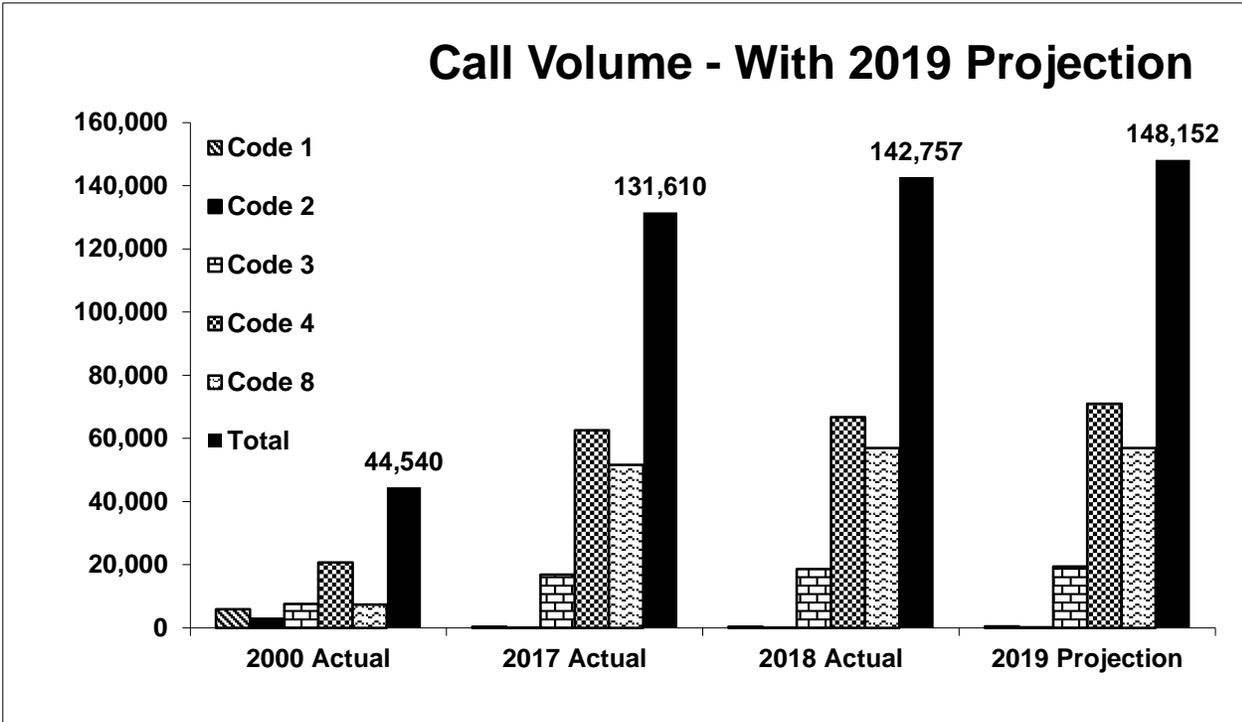
- ◆ Call Volumes
- ◆ Total Cardiac Arrest Summary
- ◆ Response Time Performance Targets
- ◆ Units of Service and Operating Cost Per Unit of Service
- ◆ Ambulance Reaction Time



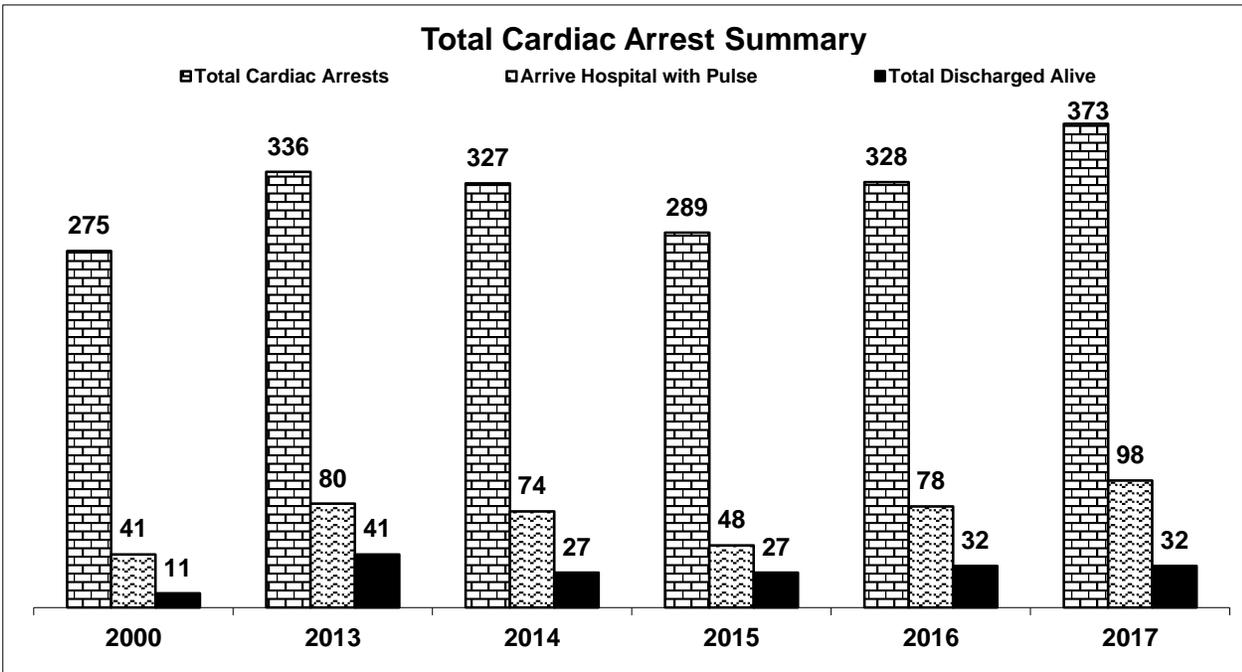
**2019 Program Detail**

**Health - Paramedic Services**

**Performance Data:**



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



Note: 2018 information is not yet available



**2019 Program Detail**

**Health - Paramedic  
Services**

**Response Time Targets:**

The following indicates the performance targets and actual performance for 2018. The 2019 targets remain the same as the 2018 targets.

**Response Time Performance Targets**

<b>CTAS I</b>	Resuscitation - 6 Minutes or Less	60% of the time.	2018 Actual = 63.41%
<b>CTAS I</b>	Resuscitation - 8 Minutes or Less	75% of the time.	2018 Actual = 81.82%
<b>CTAS II</b>	Emergent - 10 Minutes or Less	75% of the time.	2018 Actual = 87.70%
<b>CTAS III</b>	Urgent - 15 Minutes or Less	75% of the time.	2018 Actual = 94.83%
<b>CTAS IV</b>	Less Urgent - 20 Minutes or Less	75% of the time.	2018 Actual = 97.93%
<b>CTAS V</b>	Non Urgent - 25 Minutes or Less	75% of the time.	2018 Actual = 98.98%

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

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

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

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



**2019 Program Detail**

**Health - Paramedic  
Services**

**Units of Service:**

	<b>2018 Budget</b>	<b>2019 Budget</b>
Total paramedics hours of service	429,240	444,021
Total vehicle hours of service	227,760	226,300

**Operating Cost Per Unit of Service:**

	<b>2018 Est Actual</b>	<b>2019 Projected</b>
Cost per paramedic staffing hour	\$ 105.25	\$ 108.31
Cost per vehicle hour of service	198.35	212.51
Cost per budget call volume per year	350.16	372.76
Projected cost per household	189.80	202.05

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

**Ambulance Reaction Time:**

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

2019 Planned Service Level: 99.7%

2018 Projected Service Level: 99.7%

2018 Planned Service Level: 99.7%

**PROGRAM 2  
OPERATIONS**



**2019 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	35,004	33,678	34,521	1,186	35,707
Personnel Related	553	396	446	30	476
Communications	118	142	142	2	144
Supplies	38	86	86	-	86
Chemicals	88	130	130	-	130
Computer Maintenance & Operations	218	218	218	60	278
Materials & Services	176	197	197	-	197
<b>Total Expenses</b>	<b>36,195</b>	<b>34,847</b>	<b>35,740</b>	<b>1,278</b>	<b>37,018</b>
<b>Revenues</b>					
Fees & Service Charges	(232)	(228)	(228)	(22)	(250)
<b>Total Revenues</b>	<b>(232)</b>	<b>(228)</b>	<b>(228)</b>	<b>(22)</b>	<b>(250)</b>
<b>Net Program Expenses</b>	<b>35,963</b>	<b>34,619</b>	<b>35,512</b>	<b>1,256</b>	<b>36,768</b>



## 2019 Program Detail

## Health - Paramedic Services

### Purpose:

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

### Description of Program Activities:

- ♦ Quality and Development Facilitators conduct peer review and compliance feedback of electronic and/or hard copy Ambulance Call Reports each year, to ensure appropriate medical treatment was delivered, and that protocols/standards of care were followed. This retrospective analysis is a significant component of the legislated service review and requirements.
- ♦ The Quality and Development program staff are responsible for ensuring all paramedic staff receive the required mandatory medical education and training each year, and that the staff meet all the required qualifications. Training may be offered directly to staff, or arranged through the Central East Prehospital Care program (at Lakeridge Health - Oshawa).
- ♦ Every Paramedic will receive 48 hours of continuing medical education annually, to comply with legislated continuing education and training standards.

### Description of Program Resources:

- ♦ 2019 Full Time Staff = 6  
2018 Full Time Staff = 6

### Performance Measurements:

- ♦ Achieve 100% of the mandatory training requirements for all paramedic employees.
- ♦ Compliance with all licensing standards defined by the Ministry of Health and Long-Term Care.  
2019 Planned Service Level: 100%  
2018 Projected Service Level: 100%  
2018 Planned Service Level: 100%
- ♦ Basic Life Support patient care standards are met, per provincial requirements: 100%
- ♦ Advanced Life Support patient care standards are provided, per provincial requirements: 100%
- ♦ Completeness of Ambulance Call reporting and quality of patient care provided.

**PROGRAM 3  
QUALITY DEVELOPMENT**



**2019 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	848	804	824	-	824
Personnel Related	8	5	5	-	5
Supplies	19	31	31	-	31
<b>Net Program Expenses</b>	<b>875</b>	<b>840</b>	<b>860</b>	<b>-</b>	<b>860</b>



**2019 Program Detail**

**Health - Paramedic  
Services**

**Purpose:**

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

**Description of Program Activities:**

- ♦ Paramedics work from 11 Paramedic Response Stations throughout the Region, and handle approximately 142,000 calls per year (includes emergency and non-emergency calls as well as emergency coverage reinstatement assignments).
- ♦ The Program Logistics Coordinator and staff deliver medical supplies and equipment to all stations on a daily basis, and effects repairs to equipment (such as stretchers and defibrillators) as necessary.
- ♦ The Logistics manager is responsible for logistical co-ordination of paramedic equipment and supplies. In the event of major incidents, such as industrial accidents or crash sites, the Logistics manager works closely with the Operational Superintendents to ensure an appropriate level of resources are available.

**Description of Program Resources:**

- ♦ 2019 Full Time Staff = 6                      New position: 1 General Maintenance and Repair position  
2018 Full Time Staff = 5

- ♦ The Paramedic Services division employs the following in its fleet:

	Actual 2017	Est. Actual 2018	Budget 2018	Budget 2019
Ambulances - operating	27	27	27	30
- spares**	16	15	15	14
Emergency Response Vehicles - operating	6	6	6	2
- spares**	2	2	2	2
Management Support Vehicles - operating	4	4	4	4
- spares**	1	1	1	2
Paramedic Personnel Transport Units*	11	11	11	11
Operational Support Vehicles	11	11	11	11
Command Vehicles - operating	3	3	3	3
- spare	1	1	1	2
Primary Care Outreach Vehicle	-	-	-	1
Bariatric Special Purpose Vehicle	-	1	1	2
	<b>82</b>	<b>82</b>	<b>82</b>	<b>84</b>

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



**2019 Program Detail**

**Health - Paramedic  
Services**

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

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

**Performance Measurements:**

- ◆ Ambulances and vehicles are available for regular service, and enhanced service when required.  
2019 Planned Service Level: 99%  
2018 Projected Service Level: 98%  
2018 Planned Service Level: 99%
- ◆ Ambulances receive routine and preventive maintenance, in accordance with provincial standards.  
2019 Planned Service Level: 99%  
2018 Projected Service Level: 98%  
2018 Planned Service Level: 99%
- ◆ Medical equipment is in good working order, and available for paramedics.
- ◆ An inventory of medical supplies is maintained in the central storage facility, and each Paramedic Response Station maintains an adequate level of supplies at all times. The Sunderland Paramedic Response station maintains additional supplies as contingency and to improve ability for effective response to incidents in North Durham.

**PROGRAM 4  
PLANNING AND LOGISTICS**



**2019 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	434	480	469	39	508
Personnel Related	5	6	6	-	6
Supplies	35	18	18	-	18
Medical Care	1,140	1,016	1,107	90	1,197
Equipment Maintenance					
Repairs	16	60	60	-	60
Vehicle Operations	1,762	1,765	1,789	(37)	1,752
Contribution to Reserve / Reserve Fund	809	809	809	-	809
<b>Operating Expenses Subtotal</b>	<b>4,201</b>	<b>4,154</b>	<b>4,258</b>	<b>92</b>	<b>4,350</b>
<b>Transfers from Related Entities</b>					
NextGen Charge	3	3	3	-	3
<b>Transfers from Related Entities Subtotal</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Net Program Expenses</b>	<b>4,204</b>	<b>4,157</b>	<b>4,261</b>	<b>92</b>	<b>4,353</b>



**2019 Program Detail**

**Health - Paramedic  
Services**

**Facilities Management**

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

**Purpose:**

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

**Description of Program Activities:**

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

**Description of Program Resources:**

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

**Performance Measurements:**

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



**2019 Program Detail**

**Health - Paramedic  
Services**

**Performance Data:**

- ◆ Stations are located so as to allow Paramedic staff to meet provincial response standards as closely as possible across the Durham Region.
- ◆ Stations are in good repair, and meet divisional service and staff needs.  
2019 Planned Service Level: 100%  
2018 Projected Service Level: 100%  
2018 Planned Service Level: 100%
- ◆ Stations are secure to protect vehicles, equipment, supplies and staff.  
2019 Planned Service Level: 100%  
2018 Projected Service Level: 99%  
2018 Planned Service Level: 100%

**PROGRAM 5  
FACILITIES MANAGEMENT**



**2019 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Supplies	9	7	7	-	7
Utilities	231	263	255	-	255
Materials & Services	37	34	34	-	34
Buildings & Grounds Operations	361	305	326	8	334
Equipment Maintenance & Repairs	79	41	41	-	41
Debt Charges	783	783	783	-	783
Contracted Services	111	130	140	-	140
Leased Facilities Expenses	140	141	142	(1)	141
Insurance	68	68	70	-	70
Minor Assets & Equipment	6	6	-	-	-
Major Repairs & Renovations	17	17	-	23	23
<b>Operating Expenses Subtotal</b>	<b>1,842</b>	<b>1,795</b>	<b>1,798</b>	<b>30</b>	<b>1,828</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works - Facilities Management Charge	102	102	102	-	102
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>102</b>	<b>102</b>	<b>102</b>	<b>-</b>	<b>102</b>
<b>Net Program Expenses</b>	<b>1,944</b>	<b>1,897</b>	<b>1,900</b>	<b>30</b>	<b>1,930</b>

# PROGRAM 6 HOSPITAL CONTRACT - OFFLOAD DELAY



## 2019 Program Detail

## Health - Paramedic Services

### Purpose:

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

### Description of Program Activities:

- ♦ Region of Durham Paramedic Services has been allocated 100% one-time Provincial funding (2018-2019) and has negotiated agreements with both Lakeridge Health Oshawa and Lakeridge Health Ajax and Pickering hospitals to hire additional Emergency Department personnel to receive patients arriving by ambulance. It is anticipated funding will continue throughout 2019. Since this program is fully funded by the province any change in funding will have an immediate affect on the delivery of the program.

### Description of Program Resources:

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

### Performance Measurements:

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

### Performance Data:

	<b>Estimated Actual 2017</b>	<b>Target 2017</b>	<b>Estimated Actual 2018</b>	<b>Target 2018</b>	<b>Target 2019</b>
♦ 90th Percentile Offload Time	1:26:14	00:55:00	1:45:32	1:30:00	01:05:00
♦ Hours of Offload Delay					
♦ Lakeridge Health Oshawa	28,338	5,000	61,234	50,000	50,000
♦ Lakeridge Health Ajax and Pickering	3,334	2,500	3,200	10,000	5,000
♦ Contract: Estimated Saved Hours	50,000	10,000	118,000	80,000	80,000
♦ Contract: Patients Helped	7,335	3,000	7,700	8,000	8,000

**PROGRAM 6  
HOSPITAL CONTRACT - OFFLOAD DELAY**



**2019 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Contracted Services	475	475	475	-	475
<b>Total Expenses</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>-</b>	<b>475</b>
<b>Revenues</b>					
Provincial Subsidy	(475)	(475)	(475)	-	(475)
<b>Total Revenues</b>	<b>(475)</b>	<b>(475)</b>	<b>(475)</b>	<b>-</b>	<b>(475)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# PROGRAM 7 PRIMARY CARE OUTREACH PROGRAM



## 2019 Program Detail

## Health - Paramedic Services

### Purpose:

- ◆ To provide basic social navigation and medical assistance to priority populations primarily located in the Oshawa area.

### Description of Program Activities:

- ◆ An Advanced Care Paramedic and a Social Worker travel to priority neighborhoods and provide direct contact and assistance to the homeless.

### Performance Measurements:

- ◆ Health Department (Paramedic Services Division) and Social Services Department will work closely to monitor and improve overall health and well-being of homeless population.
- ◆ Work with additional social assistance agencies in an effort to secure the appropriate assistance for priority populations.

**PROGRAM 7  
PRIMARY CARE OUTREACH PROGRAM**



**2019 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	-	-	-	180	180
Personnel Related	-	-	-	5	5
Medical Care	-	-	-	5	5
Vehicle Operations	-	-	-	22	22
<b>Operating Expenses Subtotal</b>	-	-	-	<b>212</b>	<b>212</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Family Services Charge	-	-	-	125	125
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	-	-	-	<b>125</b>	<b>125</b>
<b>Net Program Expenses</b>	-	-	-	<b>337</b>	<b>337</b>

\* Please note the 2018 expenses for the Primary Care Outreach Pilot were funded from within the approved 2018 Health Department Business Plans and Budget (2018-COW-149).

**PROGRAM 8  
TANGIBLE CAPITAL ASSETS**



**2019 Program Detail**

**Health - Paramedic  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Proposed Budget</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	458	458
Replacement	3,306	3,306	1,678	-	1,678
Contribution from Reserve / Reserve Fund	(258)	(258)	-	(149)	(149)
<b>Total Tangible Capital Assets</b>	<b>3,048</b>	<b>3,048</b>	<b>1,678</b>	<b>309</b>	<b>1,987</b>

**PROGRAM 8  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Health - Paramedic Services**

Description	Qty	Unit Cost	Total
		\$	\$
<b>VEHICLES</b>			
1    Ambulances (no power load ready option)	2	159,856	319,712
			<u>319,712</u>
<b>MACHINERY &amp; EQUIPMENT</b>			
2    Power Cots	3	24,978	74,934
3    Scoop Stretchers	2	1,500	3,000
4    Stairchairs	2	1,500	3,000
5    Power Load Systems	2	28,771	57,542
			<u>138,476</u>
			<u><u>458,188</u></u>

**PROGRAM 8  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Health - Paramedic Services**

Description	Qty	Unit Cost	Total
		\$	\$
<b>VEHICLES</b>			
1 Ambulances (with power load ready option)	4	162,400	649,600
2 Ambulances (no power load ready option)	5	159,856	799,280
			<u><b>1,448,880</b></u>
<b>MACHINERY &amp; EQUIPMENT</b>			
3 Station Furniture (chairs, cabinets, tables, etc.)			35,000
4 Station Desktops & Monitors	6	950	5,700
5 Portable Suction Units	60	750	45,000
6 Power Load Systems	5	28,771	143,855
			<u><b>229,555</b></u>
			<u><u><b>1,678,435</b></u></u>



**2019 Program Detail**

**Health - Paramedic  
Services**

**Purpose:**

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

**Description of Program Activities:**

- ♦ The Province of Ontario, through the Ministry of Health and Long-Term Care, provides a contribution towards the operations of the Paramedic Services Division.
- ♦ Since 2006, the Province increased provincial funding for land ambulance services in a phased-in approach to achieve 50-50 cost-sharing for 2009. Confirmation from the Ministry with respect to 2019 funding is still pending.
- ♦ The Paramedic Services Division provides paramedics and ambulances to attend special events, on a purchase of service basis established through contracts. Costs and revenues for this service are in the Operations program (Program 2). Many of the events serviced take place at Canadian Tire Motorsport Park in Clarington (e.g. automobile races) and the Tribute Communities Centre (Oshawa Generals) in Oshawa.
- ♦ The Province provided targeted 100% funding to ease offload delays in hospital emergency rooms. Region of Durham Paramedic Services have negotiated with local hospitals to hire additional Emergency Department personnel to receive patients arriving by ambulance. Costs and subsidy for this program are included in the Hospital Contract-Offload Delay program (Program 6).

**PROGRAM 9  
CONTRIBUTION FROM PROVINCE**



**2019 Program Detail**

**Health - Paramedic  
Services**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Provincial Subsidy	(22,475)	(22,475)	(24,208)	-	(24,208)
<b>Total Revenues</b>	<b>(22,475)</b>	<b>(22,475)</b>	<b>(24,208)</b>	<b>-</b>	<b>(24,208)</b>



**2019 - 2028  
Capital Forecast**

**Health - Paramedic  
Services**

**EXPENDITURES FOR FUTURE BUDGET APPROVAL**

(\$,000's)

Type and Notes	Description	Current					2024-2028	2020-2028
		2019	2020	2021	2022	2023		TOTAL
<b>NEW</b>								
<b>Machinery &amp; Equipment</b>								
1	Stairchairs	3	2	2	-	2	6	12
1	Scoop Stretchers	3	2	2	-	2	6	12
1	Defibrillators	-	35	35	-	35	140	245
1	Computers for Vehicles	-	13	13	-	13	52	91
1	Power Cots	75	25	50	-	50	100	225
1	Power Load Systems	57	-	-	-	-	-	-
2	Standby Generators	-	254	-	-	-	-	254
<b>Vehicles</b>								
1	Ambulances	320	190	190	-	190	760	1,330
		-	-	-	-	-	-	-
<b>Building</b>								
3	Seaton Station Construction	3,500	-	-	-	-	-	-
4	Clarington Station Construction	-	3,800	-	-	-	-	3,800
<b>New Subtotal</b>		<b>3,958</b>	<b>4,321</b>	<b>292</b>	<b>-</b>	<b>292</b>	<b>1,064</b>	<b>5,969</b>
Type and Notes	Description	Current					2024-2028	2020-2028
		2019	2020	2021	2022	2023		TOTAL
<b>REPLACEMENT</b>								
<b>Machinery &amp; Equipment</b>								
5	Defibrillators	-	-	-	-	2,240	2,240	4,480
6	Bariatric Stretcher	-	35	-	35	-	35	105
7	Stairchairs	-	193	-	-	-	193	386
7	Scoop Stretchers	-	-	120	-	-	120	240
8	Main Stretchers	-	-	-	-	-	1,040	1,040
9	Portable Suction Units	45	-	-	-	-	-	-
10	Station Computers	6	6	6	6	6	30	54
11	Computers for Vehicles	-	-	260	-	-	260	520
12	Office and Station Furniture	35	35	35	35	35	175	315
13	Power Load Systems	144	-	-	-	-	-	-
<b>Vehicles</b>								
14	Ambulances	1,448	1,900	1,900	1,900	2,090	11,210	19,000
15	Bariatric Special Purpose Vehicle	-	-	210	-	-	210	420
16	Emergency Response Vehicle/Command Vehicle	-	76	76	76	76	380	684
17	Logistics Delivery Truck	-	-	100	-	100	100	300
18	ESU/Special Events Trailer	-	-	60	-	60	-	120
<b>Building</b>								
19	Uxbridge Response station	-	-	-	-	-	5,700	5,700
<b>Land/Land Improvement</b>								
20	Asphalt Repairs	-	150	-	-	-	-	150
<b>Replacement Subtotal</b>		<b>1,678</b>	<b>2,395</b>	<b>2,767</b>	<b>2,052</b>	<b>4,607</b>	<b>21,693</b>	<b>33,514</b>
<b>TOTAL TANGIBLE CAPITAL ASSETS:</b>		<b>5,636</b>	<b>6,716</b>	<b>3,059</b>	<b>2,052</b>	<b>4,899</b>	<b>22,757</b>	<b>39,483</b>
Financing will be sourced from a combination of property taxes, provincial subsidy, development charges and contribution from reserves								



## 2019 - 2028 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 additional staffing requests. (2-2019, 1-2020, 1-2021, 1-2023, 2-2025, 2-2027). All new ambulances require the following equipment: 2 Toughbook mobile computers, a stairchair, a main stretcher, scoop stretcher, and defibrillator. In addition, power cots and power load systems may be required for new ambulance purchases.
2. Standby generators are required at the Ajax and Oshawa South paramedic response stations to ensure continuous operation in the event of a power failure.
3. New paramedic response station in Seaton - design and construction costs.
4. A new Clarington response station to replace the leased station in Bowmanville is needed to meet increasing call volumes and ensure legislative response times are met.

### REPLACEMENT:

5. Defibrillators are required to be replaced every 5 years. Cyclical replacement is scheduled for 2023 and 2028. There is an annual contribution to a reserve fund for this purpose and will cover the cost of the replacement.
6. 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. (1-2020, 1-2022, 1-2027)
7. 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.
8. Based on manufacturer's recommendations, main stretchers require a refurbishment at 5 years to extend their life cycle to 7 years. (refurbishment 43-2024) (replacement 43-2026)
9. Potable suction units have reached end of life and require cyclical replacement to ensure staff have the necessary equipment to effectively manage airway issues during patient care.
10. All computers at HQ and in all paramedic response stations are replaced on a 4 year lifecycle in accordance with Corporate IT policy requirements.
11. 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.
12. 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.
13. Power load systems are required to be installed in the replacement ambulances being ordered to ensure all fleet are equipped with appropriate equipment for safely loading and unloading patients from ambulances.
14. Based on the size of the fleet and as per the approved provincial replacement schedule, the number of replacement ambulances required are 9 in 2019, 10 in 2020, 10 in 2021, 10 in 2022, 11 in 2023, 11 in 2024, 12 in 2025, 12 in 2026, 12 in 2027 and 12 in 2028.
15. Bariatric Special purpose vehicles will require cyclical replacement. (1-2021, 1-2027)
16. Emergency response 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. (1-2020, 1-2021, 1-2022, 1-2023, 1-2024, 1-2025, 1-2026, 1-2027, 1-2028).
17. Logistics delivery trucks require cyclical replacement to meet the service operational requirements and the provincial approved replacement schedule. (1-2021, 1-2023, 1-2028)
18. ESU/Special event trailers require cyclical replacement every 15 years and will require replacement in 2021, 2023 and 2028 to meet service operational requirements, emergency and preparedness planning, and increase paramedic service demands at community special events, festivals, and contractual services.
19. Construction (2024) for the replacement of the current Paramedic Response Station in Uxbridge which is an aging leased property.
20. Asphalt repairs are required for the Whitby paramedic response station/headquarters.

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**EMERGENCY MANAGEMENT AND PROGRAM SUPPORT SERVICES**

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**2019 Business Plan**

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

**Major Services & Activities**

**Emergency Management**

- ◆ 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.

**Program Support Services**

- ◆ 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 met new standards with Excellence Canada's Excellence, Innovation and Wellness (EIW) Standard and achieved the Gold Award. The Department will sustain this level of Excellence for continuous improvement throughout 2019 and prepare for a submission for the Order of Excellence in the EIW Standard.

**Local Diversity and Immigration**

- ◆ 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**

- ◆ 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.



**2019 Business Plan**

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

**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**

- ◆ Continue to build on the existing LDIPC.

**Strategic Goals**

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

# PROGRAM SUMMARY

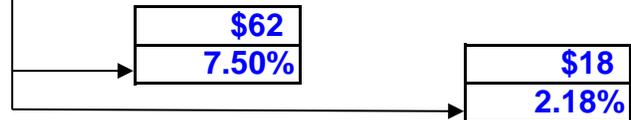


## 2019 Business Plan

## Social Services - Emergency Management and Program Support Services

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Emergency Management	217	169	172	-	172
2 Program Support Services	831	643	660	-	660
3 Local Diversity and Immigration					
Net Expenses	259	272	324	(72)	252
Federal Subsidy	(259)	(272)	(272)	28	(244)
Local Diversity and Immigration Subtotal	-	-	52	(44)	8
<b>Operating Subtotal</b>	1,048	812	884	(44)	840
<b>Tangible Capital Assets:</b>					
2 Replacement	15	15	5	-	5
<b>Tangible Capital Assets Subtotal</b>	15	15	5	-	5
<b>Net Program Expenses</b>	<b>1,063</b>	<b>827</b>	<b>889</b>	<b>(44)</b>	<b>845</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	28	Economic increases
Salaries & Benefits	44	Annualization - 1 position
Tangible Capital Assets - Replacement	(10)	Remove one-time items
	<b>62</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

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

(\$'000's)

#### Local Diversity and Immigration

- ◆ Position Transfer: 0.50 Program Assistant to Income Support to provide support for the Financial Empowerment Framework Initiative. (43)
- ◆ Decrease to various operating expenses due to reduced Federal Subsidy. (29)
- ◆ Decrease to Federal Subsidy. 28

**Total Program Changes** (44)



## 2019 Program Detail

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

#### Purpose:

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

#### Description of Program Activities:

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

These services include but are not limited to:

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

In addition there is the responsibility to organize:

- ◆ Briefing and debriefing of staff and potential evacuees
- ◆ Post-event and post-exercise assessments
- ◆ Implementation of assessment recommendations

Other activities include:

- ◆ Participating in Provincial, Municipal and Federal emergency social services activities through such organizations as the Ontario Municipal Social Services Association (OMSSA) and the Ontario Association of Emergency Managers (OAEM)
- ◆ Documenting exercises for staff training
- ◆ Responding to smaller-scale incidents where social services are required
- ◆ Participating in exercises hosted by municipalities within Durham Region as well as other Regional departments
- ◆ Identifying and assessing evacuation sites
- ◆ Inventorying and updating emergency supplies
- ◆ Building relationships with municipalities and community partners
- ◆ Testing staff notification procedures and technology



**2019 Program Detail**

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

**Description of Program Resources:**

- ◆ Emergency Management supplies and equipment for evacuation/reception centres
- ◆ Emergency Management supplies and equipment for Social Services Emergency Operations Centre
- ◆ Professional development
  
- ◆ 2019 Full Time Staff = 1.00  
2018 Full Time Staff = 1.00

**Performance Measurements:**

- ◆ Staff training and resulting exercise and incident evaluations through planned emergency exercises.

**Performance Data:**

**Planned emergency exercises:**

<b>Year</b>	<b>Centre</b>	<b>Type</b>	<b>Date</b>
2019	Evacuation Centre	Field exercise	Spring
2020	Evacuation Centre	Field exercise	Spring
2021	Nuclear Reception Centre	Field exercise	Spring
2022	Evacuation Centre	Field exercise	Spring

**PROGRAM 1  
EMERGENCY MANAGEMENT**



**2019 Program Detail**

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

Detailed Cost of Program:  (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	177	113	116	-	116
Personnel Related	10	12	12	-	12
Communications	5	2	2	-	2
Supplies	2	5	5	-	5
Materials & Services	18	32	32	-	32
<b>Operating Expenses Subtotal</b>	<b>212</b>	<b>164</b>	<b>167</b>	<b>-</b>	<b>167</b>
<b>Transfers from Related Entities</b>					
NextGen Charge	5	5	5	-	5
<b>Transfers from Related Entities Subtotal</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>5</b>
<b>Net Program Expenses</b>	<b>217</b>	<b>169</b>	<b>172</b>	<b>-</b>	<b>172</b>



## **2019 Program Detail**

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

#### **Purpose:**

- ◆ To assist the Department and the Commissioner's Office to continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs and to coordinate Departmental implementation of its Excellence Canada initiatives.

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

- ◆ To establish a strategic policy development capacity within the organization to support more effective longer-term planning, program and service development and related initiatives.
- ◆ To prepare an investment-based programs and services framework to support ongoing Department program development, delivery and evaluation in order to help develop Durham's human potential and economy.
- ◆ To continue to maintain the Canada Order of Excellence from Excellence Canada for the Department's Quality Programs.
- ◆ To help increase community service provider partnerships and service availability and access.
- ◆ To continue to develop research and innovation capacity in the Department and to increase the Department's efforts in implementing leading edge ideas and best practices.
- ◆ Involvement in broad-based community projects that impact human services, and also strengthen ties with municipalities, the Province and local agencies.
- ◆ Present and advocate for traditional and new sources of funding for social services.

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

- ◆ 2019 Full Time Staff = 4.00  
2018 Full Time Staff = 4.00

**PROGRAM 2  
PROGRAM SUPPORT SERVICES**



**2019 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	647	487	504	-	504
Personnel Related	111	77	77	-	77
Communications	14	12	12	-	12
Supplies	7	7	7	-	7
Materials & Services	41	41	41	-	41
Professional Services	11	19	19	-	19
<b>Gross Operating Expenses</b>	<b>831</b>	<b>643</b>	<b>660</b>	<b>-</b>	<b>660</b>
<b>Tangible Capital Assets</b>					
Replacement	15	15	5	-	5
<b>Total Tangible Capital Assets</b>	<b>15</b>	<b>15</b>	<b>5</b>	<b>-</b>	<b>5</b>
<b>Net Program Expenses</b>	<b>846</b>	<b>658</b>	<b>665</b>	<b>-</b>	<b>665</b>



## **2019 Program Detail**

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

### **Purpose:**

- ◆ To provide a collaborative community framework to facilitate development and implementation of strategies for the needs of all populations incorporated into planning processes, with an emphasis on successful newcomer settlement.

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

- ◆ To continue to support the Local Diversity and Immigration Partnership Council (LDIPC).
- ◆ To assist non-settlement service providers and the broader community in developing a greater understanding of the benefits of immigration.
- ◆ To oversee the Durham Community Immigration Internet Portal, a one-stop, community based immigration web portal, designed to welcome, support, attract and retain skilled newcomers, newcomer entrepreneurs, businesses and other new Canadians to the Region.
- ◆ To support LDIPC growth and development by:
  - ◆ Working with service providers and funders to broaden the understanding of objectives of the LDIPC and to broaden funding base.
  - ◆ Enhancing capacity of service providers and non-traditional service providers to deliver services to newcomers and other populations by facilitating partnerships and identifying future ways that LDIPC's can influence settlement service provision.
- ◆ The LDIPC has four main objectives:
  - 1) Continue to create a culture of inclusion
  - 2) Improve labour market outcomes for newcomers
  - 3) Attract and retain newcomers
  - 4) Grow Durham's settlement capacity

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

- ◆ 2019 Full Time Staff = 1.95      Position Transfer: - 0.50 Program Assistant to Income Support.  
2018 Full Time Staff = 2.45

**PROGRAM 3  
LOCAL DIVERSITY AND IMMIGRATION**



**2019 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	248	254	306	(54)	252
Personnel Related	-	6	6	(6)	-
Communications	4	6	6	(6)	-
Supplies	1	1	1	(1)	-
Materials & Services	6	5	5	(5)	-
<b>Total Expenses</b>	<b>259</b>	<b>272</b>	<b>324</b>	<b>(72)</b>	<b>252</b>
<b>Revenues</b>					
Federal Subsidy	(259)	(272)	(272)	28	(244)
<b>Total Revenues</b>	<b>(259)</b>	<b>(272)</b>	<b>(272)</b>	<b>28</b>	<b>(244)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>52</b>	<b>(44)</b>	<b>8</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2019 Program Detail

Social Services - Emergency  
Management and Program Support  
Services

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b><u>Program Support Services - Program 2</u></b>			
1 Laptop Computers	3	1,500	4,500
			<b>4,500</b>

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**SOCIAL ASSISTANCE**

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2019 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 Program Delivery

- ◆ 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.



**2019 Business Plan**

**Social Services - Social Assistance**

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

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ OW clients receive training which aligns with employer needs.</li> <li>◆ Continue to promote and support youth employment programs offered through province and federal governments, post-secondary institutions and local school boards, business and other stakeholders.</li> </ul>	

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

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

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

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

# STRATEGIC PLANNING



## 2019 Business Plan

## Social Services - Social Assistance

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

## PROGRAM SUMMARY



### 2019 Business Plan

### Social Services - Social Assistance

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>1 ONTARIO WORKS PROGRAM DELIVERY</b>					
Net Expenses	33,311	34,208	34,903	(129)	34,774
Tangible Capital Assets	89	89	91	15	106
Provincial Subsidy	(18,951)	(18,951)	(19,102)	(118)	(19,220)
Subtotal	14,449	15,346	15,892	(232)	15,660
<b>2 ONTARIO WORKS CLIENT BENEFITS</b>					
Net Expenses	77,481	79,627	80,747	42	80,789
Provincial Subsidy	(77,481)	(79,627)	(80,747)	(42)	(80,789)
Subtotal	-	-	-	-	-
<b>3 TRANSITION CHILD BENEFITS</b>					
Net Expenses	844	866	866	-	866
Provincial Subsidy	(844)	(866)	(866)	-	(866)
Subtotal	-	-	-	-	-
<b>4 FAMILY COUNSELLING SERVICES</b>	192	192	192	-	192
<b>5 PEDICULOSIS TREATMENT AND EDUCATION</b>	21	21	21	-	21
<b>6 FUNERALS &amp; BURIALS (100% REGIONAL)</b>	202	225	225	-	225
<b>7 SOCIAL INVESTMENT FUND</b>	1,046	1,023	1,024	20	1,044

## PROGRAM SUMMARY

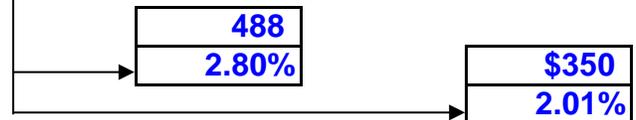


### 2019 Business Plan

### Social Services - Social Assistance

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>8 HEADQUARTERS SHARED COST</b>					
Net Expenses	1,244	1,244	1,125	147	1,272
Provincial Subsidy	(622)	(622)	(562)	(73)	(635)
Subtotal	622	622	563	74	637
<b>Net Program Expenses</b>	<b>16,532</b>	<b>17,429</b>	<b>17,917</b>	<b>(138)</b>	<b>17,779</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	760	Economic increases
Operating Expenses	(32)	Utility savings
Operating Expenses	(30)	Inflationary adjustments
Operating Expenses	(2)	Inter-departmental recoveries
Other Expenses	(59)	Headquarters shared costs
Tangible Capital Assets - Replacement	2	Increased requirement
Subsidy - OW Program Delivery	(151)	Increased Provincial funding
	<b>488</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Ontario Works Program Delivery

**Financial Assistance Delivery**

- ◆ Position Transfer: 0.50 Program Assistant from EPSS - Local Diversity and Immigration to provide support for the Financial Empowerment Framework Initiative.

43
- ◆ Position Reclassification: Senior Social Services Clerk to Clerk 3 to better meet the needs of the division related to administrative demands.

(15)
- ◆ Increase to provision to account for hiring constraints associated with staff turnover. These savings are representative of salary costs otherwise budgeted for a full year, yet only partial year costs are realized.

(140)
- ◆ Decrease to Agency Personnel costs to reflect 2018 actual expenditures.

(17)

Subtotal (Net Expenses) (129)

**Tangible Capital Assets - New**

- ◆ New furniture for resource and training room at 200 John St. location.

15

Subtotal 15

**Provincial Subsidy**

- ◆ Program Delivery funding increase based on cost per case estimate.

(118)

Subtotal Provincial Subsidy (118)

Subtotal (232)

#### Ontario Works Client Benefits

**Client Benefits**

- ◆ Increase in various Discretionary Benefits Expenses based on increased demand and usage of benefits.

42

**Provincial Subsidy**

- ◆ Increase in Discretionary Benefits Subsidy based on increased demand and usage of benefits.

(42)

Subtotal -

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Social Investment Fund

- |   |      |
|---|------|
| ♦ Decrease in Client Benefit Expenses to better reflect actual expenditures.  | (40) |
| ♦ Increase in Services Agency payments to continue to help address poverty and invest in the social infrastructure of the communities of Durham Region. | 60   |
|   | 20   |

#### Headquarters Shared Cost

- |   |      |
|---|------|
| ♦ Social Assistances' share of costs related to the operation and maintenance of Regional Headquarters. | 147  |
| ♦ Allocated Provincial subsidy related to Regional Headquarters operating and maintenance costs.        | (73) |
|   | 74   |

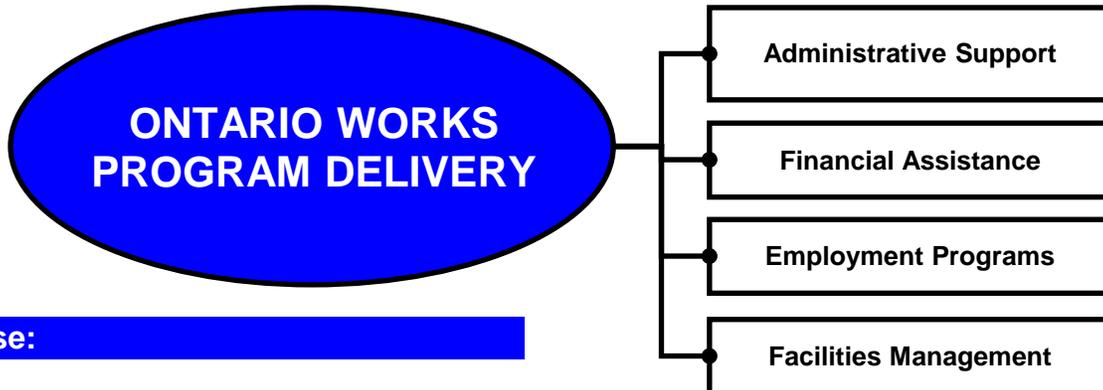
**Total Program Changes** **(138)**

# PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



## 2019 Program Detail

## Social Services - Social Assistance



### Purpose:

- ◆ To provide initial screening for Ontario Works (OW), assess eligibility and to respond to general inquiries from the community.
- ◆ To deliver OW Assistance and related programs, in a fiscally efficient, effective and ethically responsible fashion, in accordance with the OW Act.
- ◆ To provide OW participants with value-added work experience; to locate full-time paid employment for job ready participants; and to provide case planning, job search workshops, self-employment training, family counseling services and other innovative and relevant employment supports.
- ◆ To foster long-term sustainable paid employment for OW participants.
- ◆ To provide a safe, comfortable work environment for the Social Services Department and its' clientele.
- ◆ To provide support services to the OW Program.

### Description of Program Activities:

- ◆ This is a mandatory program under Provincial legislation.
- ◆ In 2011, the Province implemented a revised OW funding approach where all OW Program Delivery funding is now within a single Provincial allocation. The following programs have been consolidated into the OW Program Delivery: Financial Assistance Delivery, Employment Programs, Facilities Management and Administrative Support. These programs are eligible for Provincial-Regional cost-sharing on a 50-50 basis as well as "uploaded" funding (100 percent Provincially funded) pertaining to Employment Programming. Provincial funding is based part on caseload levels, and Regional demographics.

### Financial Assistance Delivery

- ◆ Central Intake is the first point of contact when applying for OW in Durham Region. Applicants call Central Intake to have an appointment scheduled in the Income and Employment Support office which services the municipality in which they reside. Central Intake also responds to general inquiries from the public and refers callers to appropriate community services.
- ◆ Caseworkers administer and provide support services for the delivery of the OW Programs. Key activities are to provide benefit payments to eligible clients and provide employment counselling.
- ◆ Family Support Workers (FSW) represent OW clients in support hearings of the Superior Court of Justice and monitor support payments made through the Family Responsibility Office. In an effort to support more residents with this service, FSW staff, now also support clients within the Children's Services and Housing Divisions.



## 2019 Program Detail

## Social Services - Social Assistance

### Description of Program Activities (continued):

- ◆ Eligibility review officers review client files to verify client eligibility and where necessary refer the file to the overpayment recovery Computer Assisted Payment Recovery System (CAPRS).

#### **Administrative Support**

- ◆ This includes clerical, budgeting and financial reviews, records and information management, Freedom of Information requests, collections and accounting of repayments and reimbursements, social assistance cheque production, purchase requisitions, payments to third party suppliers of social assistance benefits, liaison with Corporate Services, telephone and front-counter reception. Support is also provided to other Social Assistance programs such as Funerals and Burials, and the Social Investment Fund.
- ◆ Staff assigned to this program also coordinate Departmental budget planning, policy review, service contract review, and financial reports to the Ministry.

#### **Employment Programs**

- ◆ Identify and match appropriate participants with non-profit agencies or public sector volunteer work experience placements and monitor participants who find their own placements.
- ◆ Refer OW participants for placement in full-time employment. Participants' skills will be assessed and participants will be marketed to appropriate employers.
- ◆ Provide employment counseling and related services to participants to facilitate their entry into the workplace and increase their independence, thereby reducing the cost of social assistance. This includes the operation of the Resource Centre, individual employment counseling and group sessions from 1/2 day to 3 weeks in length depending on client needs.
- ◆ Job placement will provide an employer with assistance in hiring, screening and matching of potential candidates and funds, where appropriate, to offset informal/formal training costs and WSIB coverage for a period of six months.
- ◆ Job Placement will also support OW participants in their efforts to become employed and, once employed, support to ensure ongoing employment.
- ◆ Incentive payments, if applicable, will be targeted to meet the training requirements of individual participants.
- ◆ Human Resource support will be made available to both OW participants and employers for a period of six months.

#### **Facilities Management**

- ◆ Building and grounds maintenance staff continually inspect the perimeter and interior for deterioration in the structure and make all the necessary repairs.
- ◆ HVAC equipment is being updated on an ongoing basis as outdated components are continually repaired or replaced.
- ◆ Janitorial and custodial staff create a clean and tidy environment for staff to work. Efficiency of service is assessed frequently.
- ◆ Major repairs and renovations are overseen by the Works Department Facilities Management staff.
- ◆ Refer to Performance Data for listing of locations.
- ◆ Works Department performs service on a charge back basis.

# PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



## 2019 Program Detail

## Social Services - Social Assistance

### Description of Program Resources:

- ◆ 2019 Full time staff = 293.19      Position Transfer: 0.50 Program Assistant from Local Diversity and
- ◆ 2018 Full time staff = 292.69      Immigration

### Performance Measurements:

- ◆ Number of calls to Central Intake for OW applications and general enquiries answered
- ◆ Actual expenditures compared to subsidy
- ◆ Cost per case
- ◆ OW Caseload Change
- ◆ Office footage utilized
- ◆ Cost per square foot

### Performance Data:

#### Number of Calls to Central Intake

Number of calls to Central Intake for OW applications and general enquiries answered.

2018 Target	2018 Estimated Actual	2019 Target
30,000	24,000	25,000

#### Actual Expenditures Compared to Subsidy

	2018 Target (,000's)	2018 Estimated Actual (,000's)	2019 Target (,000's)
Gross Cost of OW Program Delivery	\$34,309	\$33,408	\$34,892
Headquarters Shared Cost	\$1,244	\$1,244	\$1,272
	\$35,553	\$34,652	\$36,164
Provincial Subsidy	(\$19,573)	(\$19,573)	(19,855)
<b>Net Cost of OW Program Delivery</b>	<b>\$15,980</b>	<b>\$15,079</b>	<b>\$16,309</b>

\$900,000 of additional Provincial Subsidy dollars are dedicated to Centralized Corporate Services.

# PROGRAM 1 ONTARIO WORKS PROGRAM DELIVERY



## 2019 Program Detail

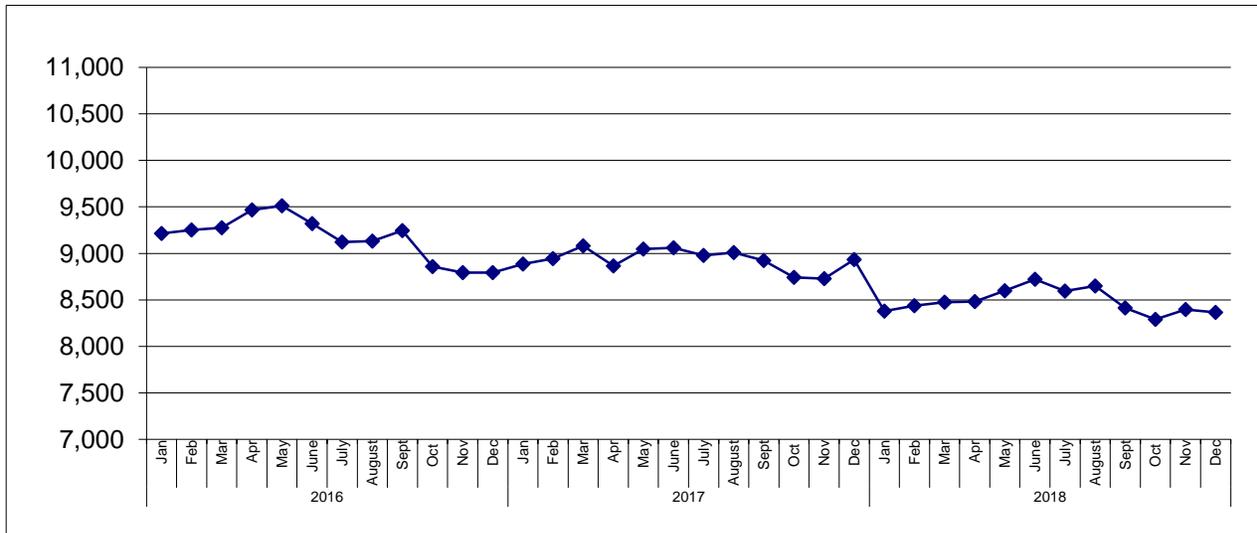
## Social Services - Social Assistance

### Performance Data (continued):

#### OW Program Delivery: Cost per Case

	2018 Target	2018 Estimated Actual	2019 Target
Average Monthly Caseload	9,000	8,929	9,000
Gross Cost per average monthly case	\$3,950	\$3,881	\$4,018
Net Cost per average monthly case	\$1,776	\$1,689	\$1,812

#### OW Caseload Change



**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2019 Program Detail**

**Social Services - Social Assistance**

**Performance Data (continued):**

**Office Footage Utilized**

	2017	2018	2019
Total office footage utilized:			
200 John St., Oshawa	21,893	21,893	21,893
138 - 140 Commercial Ave., Ajax	17,875	17,875	17,875
2 Campbell Dr., Uxbridge	3,640	3,640	3,640
200 John St. (Lower Level), Oshawa	4,279	4,279	4,279
200 John St. (Upper Level), Oshawa	15,776	15,776	15,776

**Cost Per Square Foot**

	2017 Actuals	2018 Estimated Actuals	2019 Target
Cost per square foot:			
200 John St., Oshawa	\$ 13	\$ 32	\$ 29
138 - 140 Commercial Ave., Ajax	\$ 22	\$ 21	\$ 22
2 Campbell Dr., Uxbridge	\$ 37	\$ 33	\$ 33
200 John St. (Lower Level), Oshawa	\$ 30	\$ 27	\$ 28
200 John St. (Upper Level), Oshawa	\$ 32	\$ 30	\$ 30

**Note:** The above costs exclude capital and Headquarters shared costs.

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2019 Program Detail**

**Social Services - Social Assistance**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	28,317	29,872	30,632	(129)	30,503
Personnel Related	205	239	239	-	239
Communications	450	465	465	-	465
Supplies	129	185	185	-	185
Food	-	1	1	-	1
Utilities	97	97	65	-	65
Computer Maintenance & Operations	1	7	7	-	7
Materials & Services	303	207	207	-	207
Buildings & Grounds Operations	34	34	35	-	35
Equipment Maintenance & Repairs	42	51	51	-	51
Client Benefit Expenses	2,153	1,453	1,453	-	1,453
Professional Services	72	49	49	-	49
Contracted Services	189	189	155	-	155
Leased Facilities Expenses	1,347	1,382	1,382	-	1,382
Financial Expenses	60	69	71	-	71
<b>Operating Expenses Subtotal</b>	<b>33,399</b>	<b>34,300</b>	<b>34,997</b>	<b>(129)</b>	<b>34,868</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge	84	84	86	-	86
Works - Facilities Management Charge	66	66	66	-	66
Recovery - LTC Administration	(220)	(220)	(224)	-	(224)
Recovery - Adult Day Program	(10)	(10)	(10)	-	(10)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(80)</b>	<b>(80)</b>	<b>(82)</b>	<b>-</b>	<b>(82)</b>
<b>Gross Operating Expenses</b>	<b>33,319</b>	<b>34,220</b>	<b>34,915</b>	<b>(129)</b>	<b>34,786</b>

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2019 Program Detail**

**Social Services - Social Assistance**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Tangible Capital Assets</b>					
New	-	-	-	15	15
Replacement	89	89	91	-	91
<b>Total Tangible Capital Assets</b>	<b>89</b>	<b>89</b>	<b>91</b>	<b>15</b>	<b>106</b>
<b>Total Expenses</b>	<b>33,408</b>	<b>34,309</b>	<b>35,006</b>	<b>(114)</b>	<b>34,892</b>
<b>Revenues</b>					
Provincial Subsidy	(18,951)	(18,951)	(19,102)	(118)	(19,220)
Sundry Revenue	(8)	(12)	(12)	-	(12)
<b>Total Revenues</b>	<b>(18,959)</b>	<b>(18,963)</b>	<b>(19,114)</b>	<b>(118)</b>	<b>(19,232)</b>
<b>Net Program Expenses</b>	<b>14,449</b>	<b>15,346</b>	<b>15,892</b>	<b>(232)</b>	<b>15,660</b>

**PROGRAM 1  
ONTARIO WORKS PROGRAM DELIVERY**



**2019 Program Detail**

**Social Services - Social Assistance**

**Summary by Program Type**

**Detailed Cost of Program:**

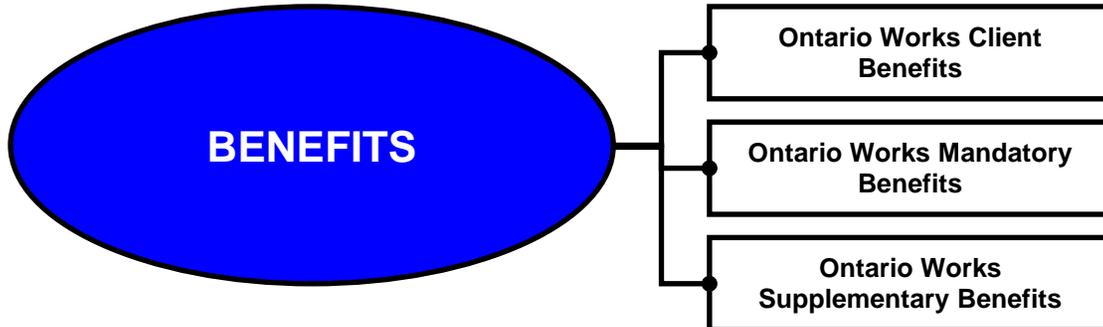
(\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Gross Operating Expenses</b>					
General	23,987	25,714	26,332	(119)	26,213
OW Employment Supports	5,335	5,213	5,352	(10)	5,342
OW Employment Programs SAMS	2,226	1,488	1,488	-	1,488
FM at Place	1,771	1,805	1,741	-	1,741
<b>Gross Operating Expenses</b>	<b>33,319</b>	<b>34,220</b>	<b>34,915</b>	<b>(129)</b>	<b>34,786</b>
<b>Tangible Capital Assets</b>					
General	89	89	91	15	106
<b>Total Tangible Capital Assets</b>	<b>89</b>	<b>89</b>	<b>91</b>	<b>15</b>	<b>106</b>
<b>Revenues</b>					
General	(18,938)	(18,941)	(19,114)	(118)	(19,232)
OW Employment Programs SAMS	(21)	(22)	-	-	-
<b>Total Revenues</b>	<b>(18,959)</b>	<b>(18,963)</b>	<b>(19,114)</b>	<b>(118)</b>	<b>(19,232)</b>
<b>Net Program Expenses</b>	<b>14,449</b>	<b>15,346</b>	<b>15,892</b>	<b>(232)</b>	<b>15,660</b>

## PROGRAM 2 ONTARIO WORKS CLIENT BENEFITS



### 2019 Program Detail

### Social Services - Social Assistance



#### Purpose:

- ◆ To provide assistance with basic needs such as food, shelter and clothing to eligible persons in Durham Region who meet the requirements of the Ontario Works (OW) Act.
- ◆ Provide financial assistance for OW recipients with special medical needs.
- ◆ Assist in meeting extraordinary needs of persons in receipt of OW or Ontario Disability Support Assistance.

#### Description of Program Activities:

- ◆ These are mandatory programs under Provincial legislation, with the exception of OW Supplementary Benefits which is a discretionary program.
- ◆ This program is 100% funded by the Province.
- ◆ Provide financial assistance to eligible persons in Durham Region in accordance with the OW Act and Regional policies.
- ◆ Ensure that special medical needs of eligible OW clients are met on both a one-time and ongoing basis.
- ◆ To provide assistance for diabetic supplies, surgical supplies and transportation to medical treatment.
- ◆ Basic vision care is provided to dependent children of OW participants.
- ◆ Provide required items, such as eyeglasses, wheelchairs, artificial limbs, orthotic devices, emergency dental care and other needs, to meet extraordinary needs of persons in receipt of OW.
- ◆ Programs administered in accordance with Provincial regulations.

#### Description of Program Resources:

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).

**PROGRAM 2  
ONTARIO WORKS CLIENT BENEFITS**



**2019 Program Detail**

**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Client Benefit Expenses	77,481	79,627	80,747	42	80,789
<b>Total Expenses</b>	<b>77,481</b>	<b>79,627</b>	<b>80,747</b>	<b>42</b>	<b>80,789</b>
<b>Revenues</b>					
Provincial Subsidy	(77,481)	(79,627)	(80,747)	(42)	(80,789)
<b>Total Revenues</b>	<b>(77,481)</b>	<b>(79,627)</b>	<b>(80,747)</b>	<b>(42)</b>	<b>(80,789)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## PROGRAM 3 TRANSITION CHILD BENEFITS



### 2019 Program Detail

### Social Services - Social Assistance

#### Purpose:

- ◆ The Transition Child Benefits (TCB) are issued to recipients who have dependent children under the age of 18 or trustees who care for a child receiving Temporary Care Assistance (TCA) under Ontario Works.
- ◆ The TCB is issued in cases where the parent/recipient/trustee is not receiving the Ontario Child Benefit (OCB) or the National Child Benefit Supplement (NCBS) based upon annual reporting of income tax through Canada Revenue Agency (CRA). This Benefit is also issued in cases where the parent/recipient/trustee may only be receiving a portion of the OCB or NCBS and not the maximum amount.
- ◆ The maximum amount of this benefit is \$230 per dependent child in a given month.

#### Description of Program Activities:

- ◆ The parent/recipient/trustee must apply for the OCB/NCBS or complete an income tax return to be assessed.
- ◆ Generally the TCB is issued for a period of 4 months and will need to be repaid when the parent/recipient/trustee receives a retroactive OCB/NCBS payment from the Government of Canada.

#### Description of Program Resources:

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).
- ◆ This program is fully funded by the Province.

**PROGRAM 3  
TRANSITION CHILD BENEFITS**



**2019 Program Detail**

**Social Services - Social Assistance**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Client Benefit Expenses	844	866	866	-	866
<b>Total Expenses</b>	<b>844</b>	<b>866</b>	<b>866</b>	<b>-</b>	<b>866</b>
<b>Revenues</b>					
Provincial Subsidy	(844)	(866)	(866)	-	(866)
<b>Total Revenues</b>	<b>(844)</b>	<b>(866)</b>	<b>(866)</b>	<b>-</b>	<b>(866)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## PROGRAM 4 FAMILY COUNSELLING SERVICES



### 2019 Program Detail

### Social Services - Social Assistance

#### Purpose:

- ◆ To provide individual and family counselling to Ontario Works (OW) participants.

#### Description of Program Activities:

- ◆ This is a 100 per cent Regionally funded program.
- ◆ OW participants may require the intervention of a counsellor to assist with areas such as stress and marital difficulties, that may constitute barriers to employment. Family Services Durham staff counsel these clients at no cost to the client as the clients are not in a position to pay for these services.
- ◆ The cost of this program represents the time spent by Family Services Durham staff working with the OW participants.
- ◆ Family Services Durham is accredited by the Canadian Centre for Accreditation (CCA) and is ISO 9001:2015 certified.

#### Description of Program Resources:

- ◆ Staff involved in this program are currently charged to Family Services Durham core program. The OW program is purchasing approximately 42 per cent of these counselling hours from Family Services Durham.

#### Performance Measurements:

- ◆ Number of counselling sessions
- ◆ Average weekly direct counselling service hours per counsellor
- ◆ Number of clients served

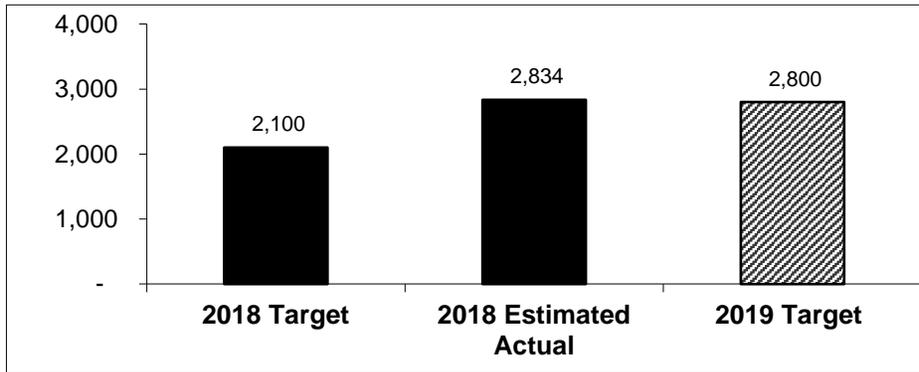


**2019 Program Detail**

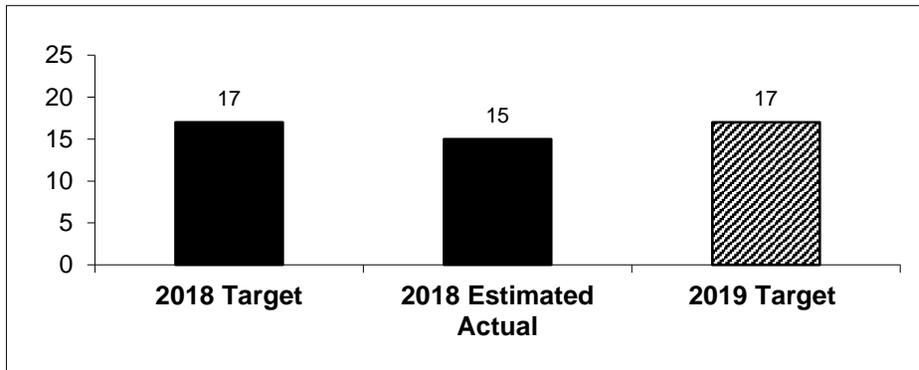
**Social Services - Social Assistance**

**Performance Data:**

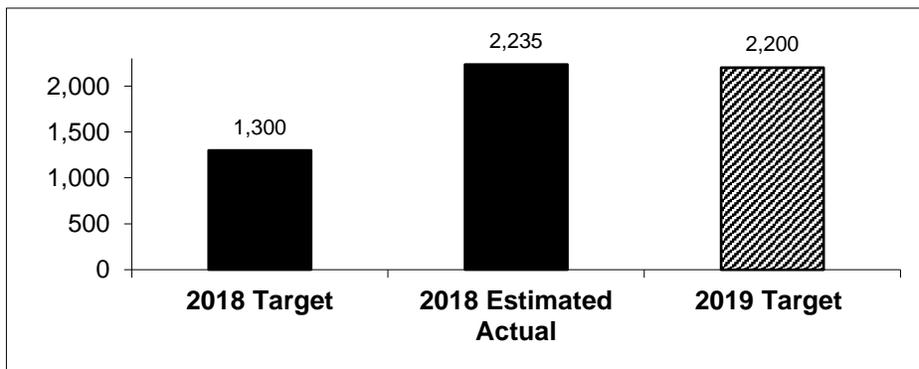
**Number of Counselling Sessions**



**Average Weekly Direct Counselling Service Hours per Counsellor**



**Number of Clients Served**



**PROGRAM 4  
FAMILY COUNSELLING SERVICES**



**2019 Program Detail**

**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Family Services Charge	192	192	192	-	192
<b>Net Program Expenses</b>	<b>192</b>	<b>192</b>	<b>192</b>	<b>-</b>	<b>192</b>

# PROGRAM 5 PEDICULOSIS TREATMENT AND EDUCATION



## 2019 Program Detail

## Social Services - Social Assistance

### Purpose:

- ◆ To provide treatment, education, and counseling services for Ontario Works and Ontario Disability Support recipients dealing with a pediculosis outbreak.

### Description of Program Activities:

- ◆ This program is funded 100 per cent by the Region up to a contracted amount.
- ◆ Provide treatment, education, and counselling to those dealing with a pediculosis outbreak to obtain proper treatment and to learn how to prevent and, if needed, deal with subsequent outbreaks.

### Description of Program Resources:

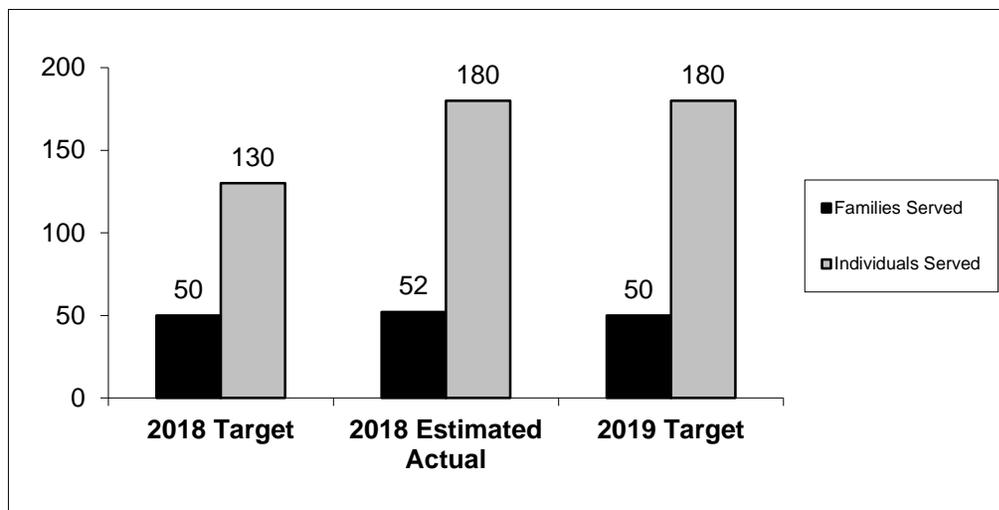
- ◆ Services provided via a contract with a local organization.

### Performance Measurements:

- ◆ Number of families and individuals served.

### Performance Data:

#### Number of Families and Individuals Served



**PROGRAM 5  
PEDICULOSIS TREATMENT AND EDUCATION**



**2019 Program Detail**

**Social Services - Social Assistance**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Materials & Services	21	21	21	-	21
<b>Net Program Expenses</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>-</b>	<b>21</b>



**2019 Program Detail**

**Social Services - Social Assistance**

**Purpose:**

- ◆ To assist with the cost of funerals and burials for low income residents of Durham Region who were not in receipt of Ontario Works or Ontario Disability Support Assistance.
- ◆ Under the Anatomy Act and the Public Hospitals Act, the Region has a mandatory obligation to bury unclaimed bodies.

**Description of Program Activities:**

- ◆ This program is funded 100 per cent by the Region.
- ◆ Staff administer a "needs test" to determine financial eligibility.
- ◆ Staff apply for and process recovery of costs from the federal government through the Canada Pension Plan and deceased estates where available.

**Description of Program Resources:**

- ◆ The personnel who administer this program are charged to OW Program Delivery (Program 1).

**Performance Measurements:**

- ◆ Average annual burial cost

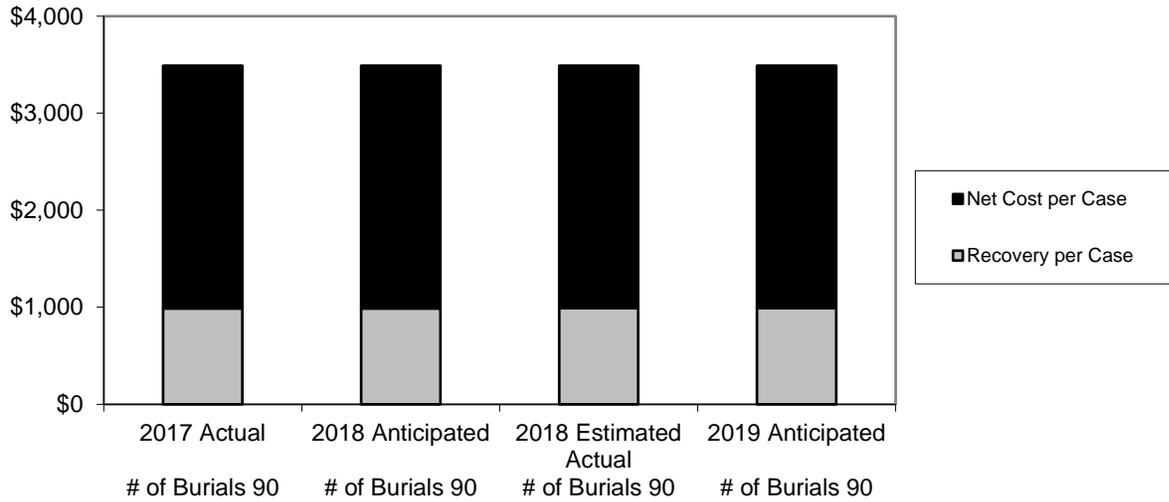


**2019 Program Detail**

**Social Services - Social Assistance**

**Performance Data:**

**Average Annual Burial Cost**



**PROGRAM 6  
FUNERALS AND BURIALS**



**2019 Program Detail**

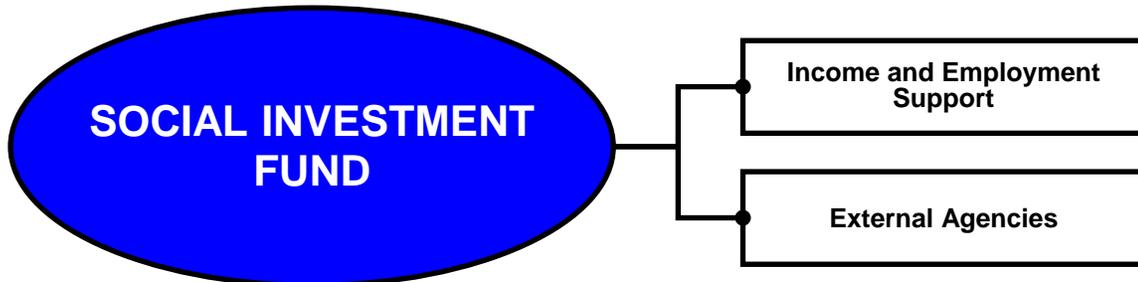
**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Client Benefit Expenses	313	314	314	-	314
<b>Total Expenses</b>	<b>313</b>	<b>314</b>	<b>314</b>	<b>-</b>	<b>314</b>
<b>Revenues</b>					
Sundry Revenue	(111)	(89)	(89)	-	(89)
<b>Total Revenues</b>	<b>(111)</b>	<b>(89)</b>	<b>(89)</b>	<b>-</b>	<b>(89)</b>
<b>Net Program Expenses</b>	<b>202</b>	<b>225</b>	<b>225</b>	<b>-</b>	<b>225</b>



2019 Program Detail

Social Services - Social Assistance



**Purpose:**

- ◆ To help prevent and reduce the depth of child poverty.
- ◆ To provide targeted community initiatives.
- ◆ To provide a means of social inclusion for families and individuals.
- ◆ To support attachment to the work force.
- ◆ To invest in the social infrastructure of the communities of Durham Region.

**Description of Program Activities:**

- ◆ This program is funded from "estimated savings" from Ontario Works program rate restructuring as a result of the Ontario Child Benefit.
- ◆ The Province expects the municipality's portion of these savings to be reinvested in programs and activities which benefit children and low income families.
- ◆ **Income and Employment Support** - to fund health related items including dental care, work related transportation costs, access to municipal recreation programs, and other services to meet community development needs around poverty reduction and Healthy Neighbourhood initiatives.
- ◆ **External Agencies** - Durham Child Nutrition Program, Rose of Durham, Feed the Need in Durham, Brain Injury Association of Durham, Girls Inc., Distress Centre Durham, YWCA - TEAM Clarington Project, Archbishop Anthony, The Hope Centre of Durham Region and Durham Community Legal Clinic.

**Description of Program Resources:**

- ◆ Allocation of funding is subject to annual budget approval.



**2019 Program Detail**

**Social Services - Social Assistance**

**Performance Data:**

- ◆ Programs which receive funding can change from year to year depending on priorities identified.

<u>External Agencies</u>	<b>2018 Agency Allocations</b>	<b>2019 Agency Allocations</b>
	\$	\$
Rose of Durham - Durham Child Nutrition Program	110,000	110,000
Girls Inc.	40,000	40,000
Rose of Durham	35,000	35,000
Feed the Need in Durham	45,000	45,000
Brain Injury Association of Durham	50,750	50,750
Distress Centre Durham	50,000	50,000
YWCA - TEAM Clarington Project	12,000	12,000
Archbishop Anthony	6,930	6,930
The Hope Centre of Durham Region	-	20,000
Durham Community Legal Clinic	-	40,000
	<b>349,680</b>	<b>409,680</b>

**PROGRAM 7  
SOCIAL INVESTMENT FUND**



**2019 Program Detail**

**Social Services - Social Assistance**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Materials & Services	601	513	514	-	514
Client Benefit Expenses	295	360	360	(40)	320
Contracted Services	350	350	350	60	410
<b>Operating Expenses Subtotal</b>	<b>1,246</b>	<b>1,223</b>	<b>1,224</b>	<b>20</b>	<b>1,244</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children's Services	(200)	(200)	(200)	-	(200)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>	<b>-</b>	<b>(200)</b>
<b>Net Program Expenses</b>	<b>1,046</b>	<b>1,023</b>	<b>1,024</b>	<b>20</b>	<b>1,044</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Social Services - Social Assistance**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Social Services - Social Assistance**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>1,244</b>	<b>1,244</b>	<b>1,125</b>	<b>147</b>	<b>1,272</b>
<b>Less: Provincial Subsidy</b>	<b>(622)</b>	<b>(622)</b>	<b>(562)</b>	<b>(73)</b>	<b>(635)</b>
<b>Social Assistance's Share of Program Expenses Net of Provincial Subsidy</b>	<b>622</b>	<b>622</b>	<b>563</b>	<b>74</b>	<b>637</b>

## TANGIBLE CAPITAL ASSETS - NEW



### 2019 Program Detail

### Social Services - Social Assistance

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Ontario Works Program Delivery - Program 1</u></b>			
1 Furniture	1	14,710	14,710
			<u>14,710</u>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2019 Program Detail

### Social Services - Social Assistance

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Ontario Works Program Delivery - Program 1</u></b>			
1 Desktop Computers (includes Monitor)	66	950	62,700
2 Laptop Computers	19	1,500	28,500
			<u><u><b>91,200</b></u></u>

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**CHILDREN’S SERVICES**

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**2019 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 early learning inclusion staff and services 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 of children with developmental disabilities, 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



## 2019 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
- ◆ In 2018, Fee Stabilization funding to support licensed child care providers to meet minimum wage requirements and comply with the Fair Workplaces, Better Jobs Act, 2017 was implemented

### Child and Family Supports

- ◆ EarlyON Centres, former Ontario Early Years Child and Family Centres, 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



**2019 Business Plan**

**Social Services -  
Children's Services**

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

## PROGRAM SUMMARY



### 2019 Business Plan

### Social Services - Children's Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>1 PURCHASED FEE SUBSIDY SPACES</b>					
Operating Expenses	21,330	19,055	19,055	1,800	20,855
Provincial Subsidy	(18,590)	(17,004)	(17,004)	(1,800)	(18,804)
Subtotal	2,740	2,051	2,051	-	2,051
<b>2 DIRECTLY OPERATED SPACES</b>					
Operating Expenses	8,093	8,052	8,076	156	8,232
Tangible Capital Assets	507	507	34	63	97
Provincial Subsidy	(4,507)	(4,507)	(4,507)	-	(4,507)
Provincial Contribution-One-Time	(350)	(350)	-	-	-
Fees & Service Charges	(1,414)	(1,265)	(1,265)	(228)	(1,493)
Subtotal	2,329	2,437	2,338	(9)	2,329
<b>3 ONTARIO WORKS CHILD CARE</b>					
Operating Expenses	1,597	1,500	1,500	-	1,500
Provincial Subsidy	(1,227)	(1,227)	(1,227)	-	(1,227)
Subtotal	370	273	273	-	273
<b>4 SOCIAL INVESTMENT FUND</b>					
Operating Expenses	16	32	32	-	32
Subtotal	16	32	32	-	32
<b>5 SPECIAL NEED RESOURCING</b>					
Operating Expenses	3,486	3,986	3,986	(500)	3,486
Provincial Subsidy	(3,158)	(3,608)	(3,608)	500	(3,108)
Subtotal	328	378	378	-	378
<b>6 BEHAVIOUR MANAGEMENT SERVICES</b>					
Operating Expenses	1,832	1,991	2,048	(49)	1,999
Tangible Capital Assets	1	1	-	-	-
Provincial Subsidy	(1,381)	(1,377)	(1,377)	-	(1,377)
Fees & Service Charges	(118)	(118)	(118)	-	(118)
Subtotal	334	497	553	(49)	504

## PROGRAM SUMMARY



### 2019 Business Plan

### Social Services - Children's Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>7 GENERAL OPERATING PROGRAM SUBSIDY</b>					
Operating Expenses	8,424	9,710	9,710	(1,300)	8,410
Provincial Subsidy	(7,634)	(8,634)	(8,634)	1,300	(7,334)
Subtotal	790	1,076	1,076	-	1,076
<b>8 CORE ADMINISTRATION</b>					
Operating Expenses	4,111	4,327	4,415	(22)	4,393
Tangible Capital Assets	57	57	11	-	11
Provincial Subsidy	(2,313)	(2,313)	(2,313)	-	(2,313)
Subtotal	1,855	2,071	2,113	(22)	2,091
<b>9 SPECIAL PURPOSE - PROJECTS</b>					
Operating Expenses	939	1,078	1,078	-	1,078
Provincial Subsidy	(939)	(1,078)	(1,078)	-	(1,078)
Subtotal	-	-	-	-	-
<b>10 WAGE ENHANCEMENT</b>					
Operating Expenses	12,902	13,381	13,393	(12)	13,381
Provincial Subsidy	(10,845)	(10,746)	(10,746)	-	(10,746)
Provincial Contribution-One-Time	(2,057)	(2,635)	(2,635)	-	(2,635)
Subtotal	-	-	12	(12)	-
<b>11 CHILD AND FAMILY SUPPORTS</b>					
Operating Expenses	4,373	4,468	4,538	85	4,623
Tangible Capital Assets	6	6	-	-	-
Provincial Subsidy	(4,379)	(4,474)	(4,474)	(149)	(4,623)
Subtotal	-	-	64	(64)	-

## PROGRAM SUMMARY

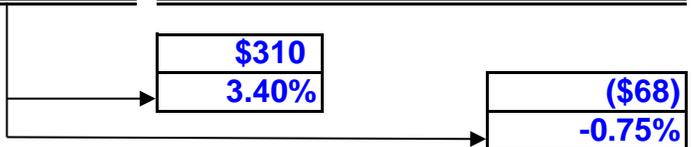


### 2019 Business Plan

### Social Services - Children's Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>12 CHILD CARE EXPANSION PLAN</b>					
Operating Expenses	10,336	11,433	8,763	(151)	8,612
Tangible Capital Assets	6	6	-	2	2
Provincial Subsidy	(10,342)	(9,439)	(8,614)	-	(8,614)
Provincial Contribution-One-Time	-	(2,000)	-	-	-
Subtotal	-	-	149	(149)	-
<b>13 CANADA-ONTARIO EARLY LEARNING AND CHILD CARE</b>					
Operating Expenses	3,199	3,800	3,672	241	3,913
Tangible Capital Assets	7	7	-	-	-
Provincial Subsidy	(3,206)	(3,557)	(3,557)	-	(3,557)
Provincial Contribution-One-Time	-	(250)	-	(356)	(356)
Subtotal	-	-	115	(115)	-
<b>14 HEADQUARTERS SHARED COST</b>					
Operating Expenses	574	574	519	68	587
Provincial Subsidy	(272)	(273)	(247)	(26)	(273)
Subtotal	302	301	272	42	314
<b>Net Program Expenses</b>	<b>9,064</b>	<b>9,116</b>	<b>9,426</b>	<b>(378)</b>	<b>9,048</b>

#### Summary of Increase (Decrease)





**2019 Business Plan**

**Social Services - Children's Services**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	211	Economic increases
Salaries & Benefits	383	Annualization - 7 positions
Operating Expenses	(825)	Provincial funding reduction - Contracted Services
Operating Expenses	(8)	Utility savings
Operating Expenses	40	Inflationary increases
Operating Expenses	(29)	Headquarters shared cost
Other Expenses	(2,250)	Remove one-time Contracted Services
Provincial Subsidy	2,600	Remove one-time funding
Provincial Subsidy	825	Provincial funding reduction
Major Repairs & Renovations	(98)	Remove one-time items (various)
Tangible Capital Assets - New	(399)	Remove one-time items
Tangible Capital Assets - Replacement	(140)	Reduced requirements
	<u>310</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Purchased Fee Subsidy Spaces

♦ Transfer from Special Needs Resourcing to better reflect program requirements.	500
♦ Transfer from General Operating Program to better reflect program requirements.	1,300
♦ Change in Provincial Subsidy to account for reallocations noted above.	(1,800)
<b>Subtotal</b>	-

#### Directly Operated Spaces

♦ New Position: 4 Early Childhood Educators, beginning July 1, 2019, to maintain staff to child ratio coverage. Note that these are conversions of temporary positions. (Annualized cost is \$404k)	202
♦ New Position: 5 Program Assistants, beginning July 1, 2019, to maintain staff to child ratio coverage. Note that these are conversions of temporary positions. (Annualized cost is \$394k)	197
♦ New Position: 4 Program Assistants, beginning April 1, 2019, to maintain staff to child ratio coverage at Edna Thomson ELCC. (Annualized cost is \$315k)	237
♦ Reduction in temporary costs to help offset the new position costs outlined above.	(491)
♦ Reduction of Hillsdale Terraces charge as the home has transitioned away from preparation of meals for the Directly Operated Early Learning Child Care Centres effective March 1, 2018.	(56)
♦ Increase in facility costs related to relocation of Edna Thomson ELCC to new site.	87
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(44)
♦ Major Repairs & Renovations to address Health & Safety and Accessibility; including Lakewoods: Washroom Renovations (\$15k); Pickering: Access Ladder Replacement (\$9k).	24
♦ Tangible Capital Assets - New: Tablets for staff.	4
♦ Tangible Capital Assets - Replacement: Rooftop Air Conditioning Unit at Pickering ELCC.	59
♦ Increase in parent fee revenue to reflect program expansions at Lakewoods and Edna Thomson ELCC.	(173)
♦ Increase in parent fee revenue to better reflect actuals.	(55)
<b>Subtotal</b>	(9)

#### Ontario Works Child Care

♦ Reallocate Contracted Services (\$82k) and associated Provincial Subsidy (\$43k) to Ontario Works - Formal from Ontario Works - Informal to reflect program requirements.	-
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## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Special Needs Resourcing

◆ Transfer to Purchased Fee Subsidy Spaces to better reflect program requirements.	(500)
◆ Decrease to Provincial Subsidy to account for reallocation as noted above.	500
<b>Subtotal</b>	-

#### Behaviour Management Services

##### **Behaviour Management Services**

◆ Position Transfer: 0.50 Behaviour Consultant from Behaviour Management Development Disability Services to Behaviour Management - Child Care to reflect operational needs.	(54)
◆ Position Transfer: 0.14 Manager, from Behaviour Management to Development Disability to Behaviour Management Services to maintain service levels and needs.	22
◆ Position Reclassification: Manager - Behaviour Management to Behaviour Consultant to align with Provincial direction for supporting licensed child care.	(49)
<b>Subtotal</b>	(81)

##### **Behaviour Management Development Disability**

◆ Position Transfer: 0.50 Behaviour Consultant from Behaviour Management Development Disability Services to Behaviour Management - Child Care to reflect operational needs.	54
◆ Position Transfer: 0.14 Manager from Behaviour Management Development Disability to Behaviour Management Services to maintain service levels and needs.	(22)
<b>Subtotal</b>	32
	(49)

#### General Operating Program

◆ Reallocate Contracted Services to Purchased Fee Subsidy Spaces to better reflect program requirements.	(1,300)
◆ Decrease in Provincial Subsidy to account for reallocation noted above.	1,300
<b>Subtotal</b>	-

#### Core Administration

◆ Position Transfer: 1.00 Program Manager from Child Care Expansion Plan to maintain service levels and needs.	131
◆ Position Transfer: 1.00 Policy Analyst from Canada-Ontario Early Learning and Child Care to maintain service levels and needs.	123
◆ Position Transfer: 1.00 Accounting Clerk to Child Care Expansion Plan to maintain service levels and needs.	(78)
◆ Increase in Payroll Recovery from Fee Stabilization to support Administration costs.	(198)
<b>Subtotal</b>	(22)

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Wage Enhancement

♦ Decrease to Contracted Services to better reflect service needs.	(198)
♦ Core Administration Charge to account for internal staffing costs used to deliver and monitor the Fee Stabilization Support subsidy noted above.	198
♦ Adjustments in various operating expenses to better reflect actual expenditures and forecasted requirements.	(12)
	(12)

#### Child and Family Supports

♦ Increase to Communication expenses to better reflect actual expenditures.	36
♦ Increase to Materials & Services to better reflect actual expenditures.	14
♦ Adjustments in various operating expenses to better reflect actual expenditures and forecasted requirements.	11
♦ Increase to Contracted Services related to EarlyON Child and Family Centres.	24
♦ Increase to Provincial Subsidy.	(149)
	(64)

#### Child Care Expansion

♦ Position Transfer: 1 Program Manager to Core Administration to maintain service levels and needs.	(131)
♦ Position Transfer: 1.00 Accounting Clerk from Core Administration to maintain service levels and needs.	79
♦ Reduction in temporary staffing requirements.	(69)
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(30)
♦ Tangible Capital Assets - New: Tablet for staff.	2
♦ Inter-Departmental Transfers to Public Health to fund the Special Needs Resourcing Project.	122
♦ Decrease in Contracted Services to fund program outlined above.	(122)
	(149)

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Canada-Ontario Early Learning and Child Care (ELCC)

<ul style="list-style-type: none"> <li>◆ Position Transfer: 1.00 Policy Analyst to Core Administration to maintain service levels and needs.</li> <li>◆ One-Time Service Agencies for Non-Profit Community Based Capital investment through ELCC 2018 carryover.</li> <li>◆ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.</li> <li>◆ One-Time Provincial Subsidy for Non-Profit Community Based Capital investment through ELCC 2018 carryover.</li> </ul>	<p>(123)</p> <p>356</p> <p>8</p> <p>(356)</p> <hr style="border: 0.5px solid black;"/> <p>(115)</p>
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#### Headquarters Shared Costs

<ul style="list-style-type: none"> <li>◆ Children's Services share of costs related to the operation and maintenance of Regional Headquarters.</li> <li>◆ Increase to Provincial Subsidy to fund Regional Headquarters operations with eligible subsidy.</li> </ul>	<p>68</p> <p>(26)</p> <hr style="border: 0.5px solid black;"/> <p>42</p>
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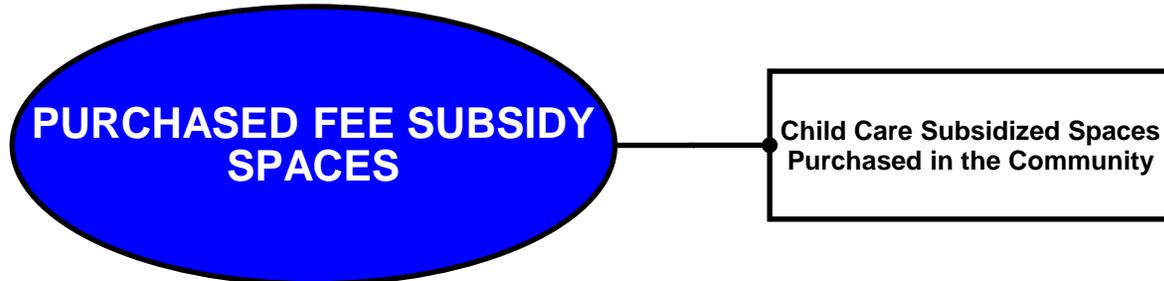
**Total Program Changes** (378)

# PROGRAM 1 PURCHASED FEE SUBSIDY SPACES



## 2019 Program Detail

## Social Services - Children's Services



Note: As of December 2018 there were 284 total licensed child care sites, as well as 4 licensed home child care agencies and 5 Recreation providers in Durham. Fee Subsidy services are available at 258 sites (including home child care and recreation providers)

### Purpose:

- ◆ To provide eligible parents with subsidy for quality child care to support employment, education or a recognized need
- ◆ To enter into Purchase of Service Agreements with licensed child care operators to facilitate placement of children, allowing for parental choice
- ◆ To reduce the financial impact on income support programs through effective financial management and encouraging employment and supporting educational upgrading

### Description of Program Activities:

#### Fee Subsidy Spaces Program

- ◆ Manage and operate the Fee Subsidy system for Durham Region
- ◆ Ensure compliance with regulations under the Child Care and Early Years Act, 2014
- ◆ Interview and assess eligibility of more than 5,000 fee subsidy applications annually
- ◆ Process monthly payments to operators for services provided
- ◆ Monitor monthly spending patterns against pre-determined targets
- ◆ Administer subsidized child care spaces and placement priorities
- ◆ Manage subsidy wait list which was 4084 children as of December 2018
- ◆ Manage the appeal process for subsidy eligibility
- ◆ Assess overpayments on client files where subsidy was issued that clients were not entitled to
- ◆ Provide reports to the Ministry of Education detailing service targets and year to date spending. Any variances are identified and explained
- ◆ Ensure programs meet Provincial targets
- ◆ Measure consumer/parent satisfaction
- ◆ Offer placement options for parents of centre-based care, home child care and/or recreation programs

# PROGRAM 1 PURCHASED FEE SUBSIDY SPACES



## 2019 Program Detail

## Social Services - Children's Services

### Description of Program Activities (continued):

#### Program Management and Quality Assurance:

- ◆ Approve and manage Purchase of Service Agreements with child care providers to meet the diverse needs of Durham's population
- ◆ Monitor program quality using Durham Region's Operating Criteria by conducting quality assurance site inspections. Minimum of two site visits annually to approximately 280 active sites
- ◆ Assess program quality for sites applying for a Purchase of Service Agreement
- ◆ Manage process of requests for fee increases from operators
- ◆ Monitor Serious Occurrence reporting requirements
- ◆ Provide support/direction to all licensed child care sites, agencies and programs on such topics as Board Development, recruitment and staff retention
- ◆ Manage a complaint process for the community (parents and operators)

#### Community:

- ◆ Produce and maintain a current listing (Child Care Services Guide, Children's Program Locator) of all licensed child care sites in Durham to provide information to families and the child care community
- ◆ Provide child care information to Durham Region residents via telephone and website
- ◆ Actively participate in numerous community committees involving child care issues
- ◆ Participate in community events such as displays, workshops, and conferences

### Description of Program Resources:

- ◆ Staff positions are included in Core Administration (Program 8)

### Performance Measurements:

- ◆ Average Full Day Cost per Child (Licensed Care)
- ◆ Average Annual Cost per Space (Licensed Care)
- ◆ Number of Children Waiting for a Subsidized Placement

# PROGRAM 1 PURCHASED FEE SUBSIDY SPACES

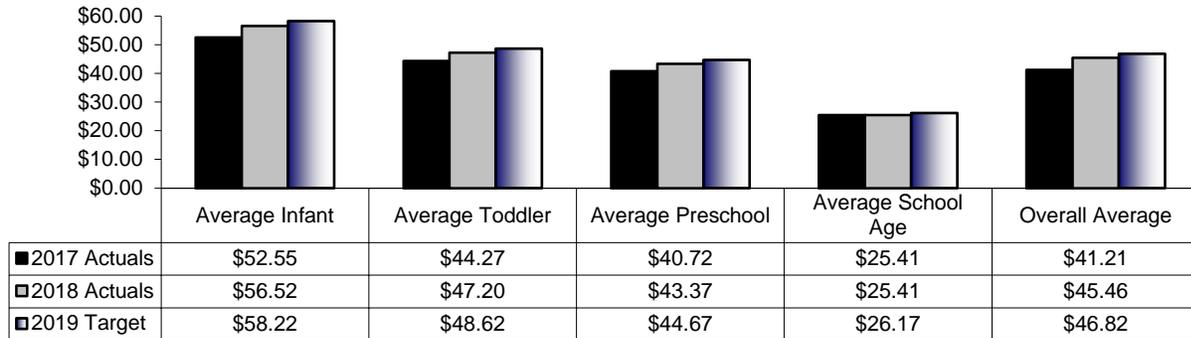


## 2019 Program Detail

## Social Services - Children's Services

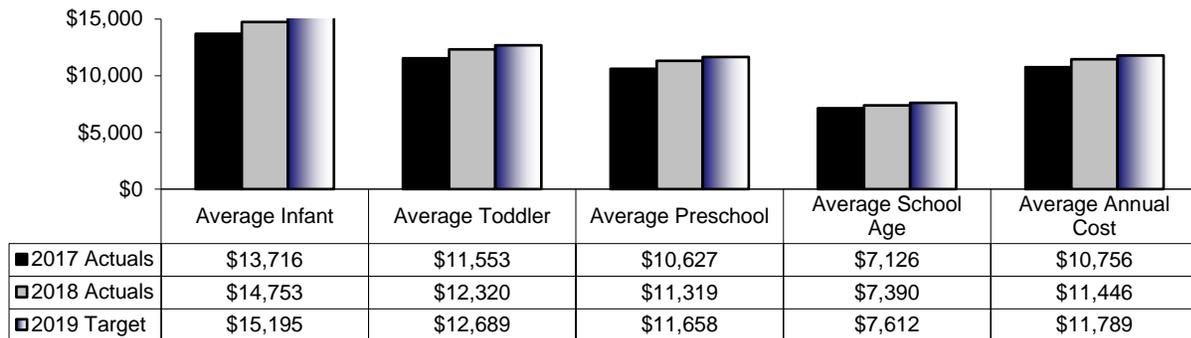
### Performance Data:

#### Average Full Day Cost Per Child (Licensed Care)



Source: Based on average expenditures per age group in 2018.

#### Average Annual Cost Per Space (Licensed Care)



Note: Average School Age Cost includes part days and full days

# PROGRAM 1 PURCHASED FEE SUBSIDY SPACES

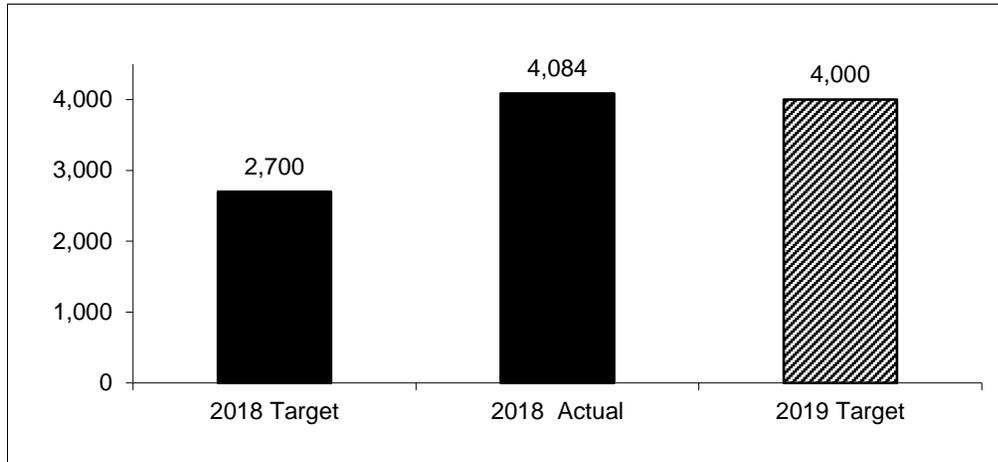


## 2019 Program Detail

## Social Services - Children's Services

### Performance Data (continued):

#### Number of Children Waiting for a Subsidized Placement



Note: 2018 actual number of children on waitlist as of December 2018

#### General Information

Number of Licensed Child Care Centres  
 Number of Licensed Home Child Care Agencies  
 Number of Fee Subsidy Child Care sites with Service Agreements  
 Number of Fee Subsidy Recreation sites with Service Agreements  
 Licensed Capacity of all Child Care Centres in Durham  
  
 Licensed Capacity of Fee Subsidy sites  
 Number of Fee Subsidy Infant Spaces  
 Number of Fee Subsidy Toddler Spaces  
 Number of Fee Subsidy Preschool Spaces  
 Number of Fee Subsidy Kindergarten Spaces  
 Number of Fee Subsidy School Aged Spaces  
 Average Number of Operating Days per year  
 Number of Quality Assurance Inspections Conducted  
 Number of Full Day Kindergarten (FDK) School Sites  
 Number of FDK - Before/After Sites

2018 Target	2018 Estimated Actual	2019 Target
275	284	284
6	4	7
260	258	258
5	5	6
23,500	25,511	25,511
22,000	23,202	23,202
530	620	620
1,760	1,869	1,869
4,000	4,307	4,307
6,050	6,551	6,551
9,140	9,855	9,855
261	261	261
550	382	550
182	158	158
156	158	158

**PROGRAM 1  
PURCHASED FEE SUBSIDY SPACES**



**2019 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Contracted Services	21,330	19,055	19,055	1,800	20,855
<b>Total Expenses</b>	<b>21,330</b>	<b>19,055</b>	<b>19,055</b>	<b>1,800</b>	<b>20,855</b>
<b>Revenues</b>					
Provincial Subsidy	(18,590)	(17,004)	(17,004)	(1,800)	(18,804)
<b>Total Revenues</b>	<b>(18,590)</b>	<b>(17,004)</b>	<b>(17,004)</b>	<b>(1,800)</b>	<b>(18,804)</b>
<b>Net Program Expenses</b>	<b>2,740</b>	<b>2,051</b>	<b>2,051</b>	<b>-</b>	<b>2,051</b>



2019 Program Detail

Social Services -  
Children's Services



Ajax Early Learning and Child Care (Infants, Toddler & Preschool)
Whitby Early Learning and Child Care (Toddler & Preschool)
Edna Thomson Early Learning and Child Care (Toddler & Preschool)
Clara Hughes Early Learning and Child Care (Toddler, Preschool & School Age)
Lakewoods Early Learning and Child Care (Toddler, Preschool & School Age)
Pickering Early Learning and Child Care (Toddlers, Preschool, School Age)
Sunderland Early Learning and Child Care Program (Preschool, School Age & Nursery School)

**Purpose:**

- ◆ To provide quality child care and early learning programs which supports parents; including low income earners and full fee parents who are working and/or upgrading their education
- ◆ To be a leader within the child care community with regard to the provision of child care, including participating on community committees, to improve the image and public awareness of the Region's services
- ◆ To model quality child care programming to be used as the benchmark for purchase of service

**Description of Program Activities:**

- ◆ This is a Core Service Program that is subject to Provincial Legislation
- ◆ The Region has directly operated Child Care Programs since its creation in 1974. Prior to this, they were operated by local Municipalities
- ◆ Operates 7 Early Learning and Child Care Centres located in Pickering, Ajax, Whitby, Oshawa (2), Clarington; and Sunderland with a licensed capacity over 450 infants, toddlers, preschool and school aged children, many of whom are hard to serve, due to their individual needs
- ◆ Operates a Nursery School program out of the Sunderland location
- ◆ Accommodates the particular requirements of children with special needs including Ministry required Individual Support Plans. In 2018, 24 children with Special Needs and 31 children with Particular Needs were served
- ◆ Management staff conduct analysis of program budgets and quality assurance inspections
- ◆ Staff participate in ongoing training to maintain and/or upgrade skills
- ◆ Programs monitored by management staff using Durham Region Operating Criteria
- ◆ Evaluation of the Child Care system is incorporated in Durham's Child Care Service Management Plan
- ◆ Program is ultimately measured by the consumer. Parent satisfaction - annual questionnaires are circulated and a suggestion box is available at all times, in all locations
- ◆ License issued by the Ministry signifies requirements of the Child Care and Early Years Act 2014 (CCEYA) are met
- ◆ Other inspections include fire, health, and an independent playground inspection
- ◆ All Early Childhood Educators are required to be registered with the College of Early Childhood Educators to protect the public interest and abide by the College's "Code of Ethics and Standards of Practice" established February 28, 2011

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 62  
2018 Full Time Staff = 49
- ◆ 13 new split shift positions to meet legislated ratios and to provide consistency to children, families and staff



**2019 Program Detail**

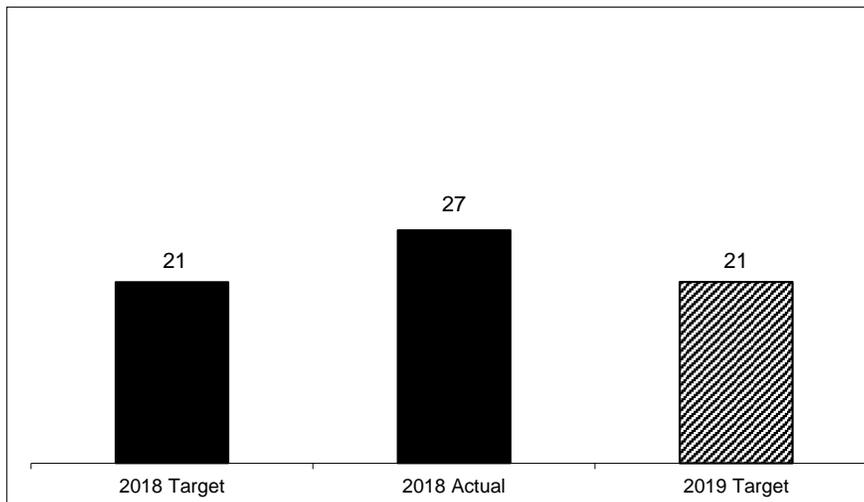
**Social Services -  
Children's Services**

**Performance Measurements:**

- ♦ Average Number of Hours of Professional Development per Staff
- ♦ Stability of Staffing - Child Care Centres
- ♦ Quality Assurance Measure - Durham Region Operating Criteria (DROC)
- ♦ Annual Parent Satisfaction Survey
- ♦ Looksee Checklist - currently known as the Nipissing District Development Screen (NDDS) Checklist Completed
- ♦ General Information

**Performance Data:**

**Average Number of Hours of Professional Development per Staff**



On-going professional development is integral in the early learning and child care field. There is required mandatory core training for staff as well as optional workshops and programs to further develop skills and knowledge. The College of Early Childhood Educators has a Mandatory Continuous Professional Learning (CPL) Program for members. Staff are attending mandatory training as well as pursuing independent learning opportunities to continue to grow as professionals and meet the expectations of their certification.

**Stability of Staffing - Child Care Centres**

Notes: The Mustard and McCain Early Years Study 2000 identifies the importance of stable, long term, well educated staff to ensure a quality early childhood setting. The Region has a very low turnover of staff with many employees having long service. We anticipate a number of retirements over the next 5 years. The numbers shown here include part time temporary staff and on-call staff. Many on-call staff have also been with the Region for several years. In 2017 there were legislated changes to staffing ratios requiring additional Part Time staff to be hired which is reflected in the 0-5 years of service numbers.

**Years of Service:**

	<b>2017 Actual</b>	<b>2018 Actual</b>
<b>0-5 yrs</b>	46	58
<b>6-10 yrs</b>	7	1
<b>11-15 yrs</b>	15	16
<b>16-20 yrs</b>	14	17
<b>21-25 yrs</b>	8	9
<b>26 +</b>	9	10



2019 Program Detail

Social Services -  
Children's Services

Performance Data (continued):

Quality Assurance Measure - Durham Region Operating Criteria (DROC)

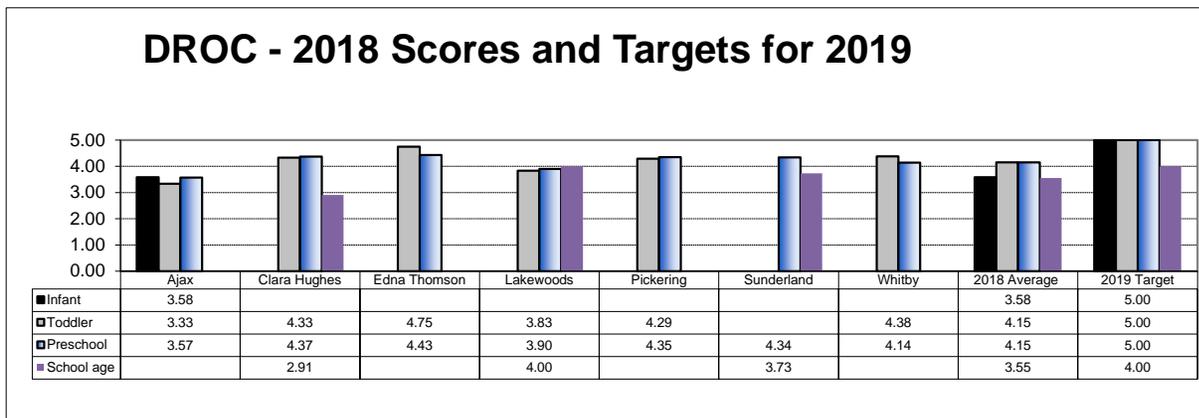
Durham Region Operating Criteria

The Durham Region Operating Criteria is designed to provide information regarding areas of strength and growth in the child care and early learning setting. Research in the area of early learning indicates that there are six key elements that are essential for a high-quality child care program, including:

1. Sound management practices
2. Training, experience and stability of educators
3. Group size: ratio of children to educators
4. Family involvement in the program
5. Health and safety standards of the physical facility
6. Program content and development

These multi-dimensional requirements are key components in the Early Learning and Care Assessment for Quality Improvement measure included in the Durham Region Operating Criteria (DROC). Durham Region Quality Assurance Program Managers inspect all 7 of Durham Region ELCC programs. DROC inspection reports are presented at each inspection visit and provide an opportunity for discussion and improvement in quality. The DROC also serves as a self-evaluation and planning tool for child care operators, supervisors and front-line staff.

Note: The highest score is a 5.00 in the Infant, Toddler and Preschool programs and a 4.00 in School Age programs. An average score of a 3.00 is considered meeting expectations whereas an average score above a 3.00 is considered exceeding expectations. Clara Hughes ELCC, Sunderland ELCC and Lakewoods ELCC school age program are operated in facilities not owned or maintained by the Region of Durham and therefore, there is less control over the physical environment.



Note: Rating scales are based on age groups. Not all the centres have each age group.

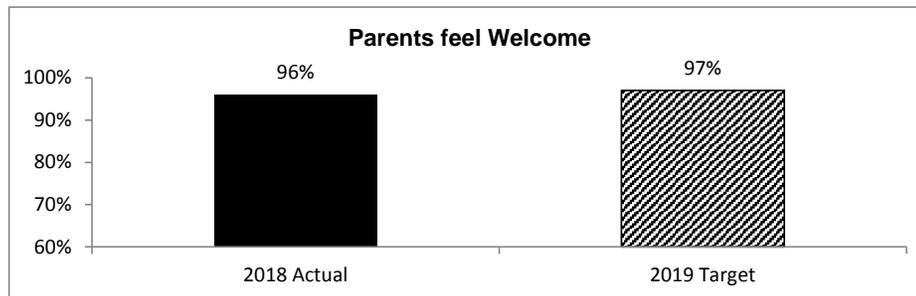
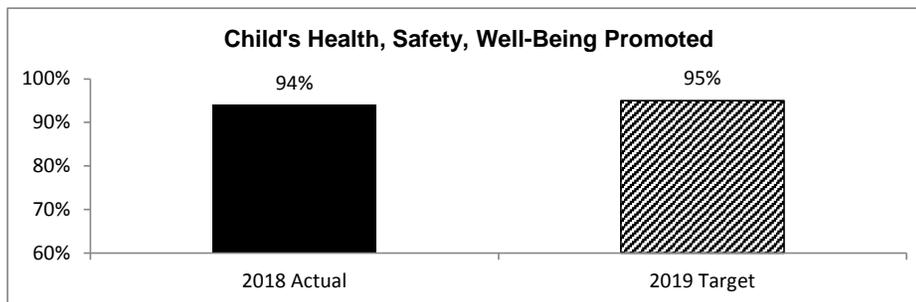
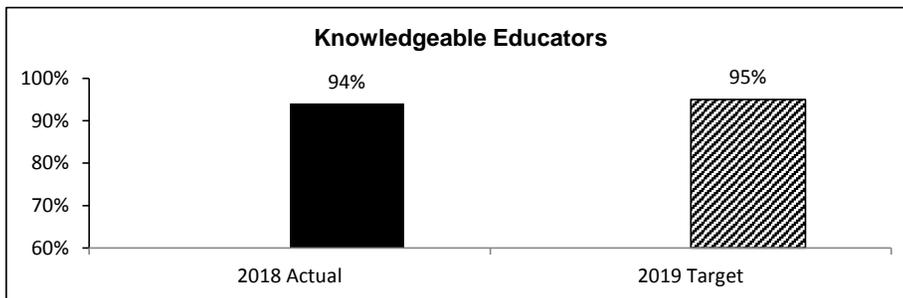
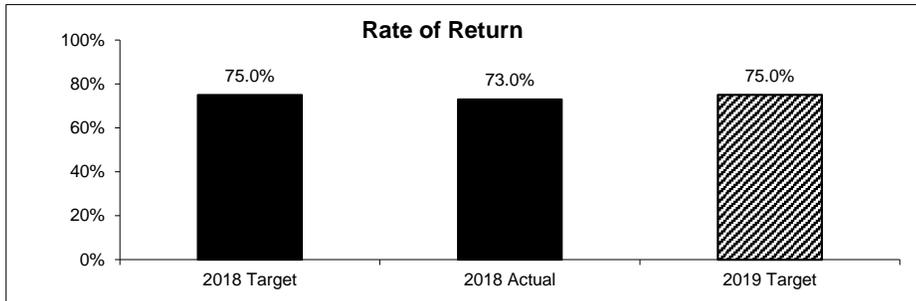


2019 Program Detail

Social Services -  
Children's Services

Performance Data (continued):

Annual Parent Satisfaction Survey





**2019 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**

**Annual Parent Satisfaction Survey (continued)**

In 2017, the parent satisfaction survey was updated to be reflective of the areas listed in the Directly Operated Early Learning and Child Care Centres Program Statement. The Program Statement has 11 overarching strategies which guide program development, pedagogy and is intended to strengthen the caliber of the programs to ensure high quality experiences with families, children's learning, development, health and well being. In 2018 the satisfaction survey was provided electronically. Electronic devices were made available at the centres for parent use and paper copy versions were available upon request.

**Looksee Checklists completed**

Child Care Centre	# Looksee Checklist Completed 2018 Actual
Ajax ELCC	52
Edna Thomson ELCC	78
Clara Hughes ELCC	106
Lakewoods ELCC	25
Pickering ELCC	45
Whitby ELCC	101
Sunderland ELCC	32

The Looksee Checklist - formerly known as the Nipissing District Developmental Screen is a developmental checklist that follows a child from one month of age to six years. The checklist is completed for each child upon entry into the ELCCs and updated as children make developmental gains. New checklists are initiated as children transition through developmental age categories. Looksee is a tool staff use to not only track development but also to be able to plan and implement learning activities in the programs to support the individual needs of all children. Parents are engaged and encouraged to provide input into their child's screening tool which gives the educators an opportunity to get the best picture of a child's developmental progress.

Note: This applies to children not in school.



**2019 Program Detail**

**Social Services -  
Children's Services**

**Directly Operated Centres - General Information**

	<b>2018 Actual</b>	<b>2019 Target</b>
Number of Licensed Child Care Programs	8	8
Number of Licensed Nursery School Programs	1	1
Licensed Capacity of Child Care Centres (# Full Time children)	572	595
Operating Capacity of Child Care Centres	361	397
Licensed Capacity of Nursery School Programs	32	32
Number of Infant Spaces	6	6
Number of Toddler Spaces	60	80
Number of Preschool Spaces (Centres only)	168	184
Number of School Aged Spaces	127	127
Number of Children with Diagnosed Special Needs	24	24
Number of Children with Particular Needs	31	31
Average Number of Children with Special or Particular Needs / Centre	8	8
Number of Centre-Based Operating Days	258	258
Full Day Child Care Fees - Infant	\$52.00	\$52.00
Annual Revenue per Infant Full Day Space	\$13,416	\$13,416
Full Day Child Care Fees - Toddler	\$46.50	\$46.50
Annual Revenue per Toddler Full Day Space	\$11,997	\$11,997
Full Day Child Care Fees - Preschool	\$43.00	\$43.00
Annual Revenue per Preschooler Full Day Space	\$11,094	\$11,094
Full Day Child Care Fees - School Aged	\$37.00	\$37.00
Annual Revenue per School Age Full Day	\$1,665	\$1,665
School Board Before/After School Spaces Revenue per Day	\$26.00	\$26.00
Annual Revenue Per Board Before/After	\$5,538	\$5,538
Student Placements	45	45

**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2019 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	7,488	7,483	7,573	145	7,718
Personnel Related	2	6	6	(2)	4
Communications	14	21	21	-	21
Supplies	46	114	114	(39)	75
Food	16	18	18	1	19
Utilities	58	67	59	(9)	50
Medical Care	2	4	4	-	4
Materials & Services	345	253	253	(7)	246
Buildings & Grounds Operations	120	126	161	(14)	147
Professional Services	2	2	3	-	3
Contracted Services	97	107	110	-	110
Leased Facilities Expenses	53	26	27	113	140
Insurance	21	21	21	-	21
Major Repairs & Renovations	98	98	-	24	24
<b>Operating Expenses Subtotal</b>	<b>8,362</b>	<b>8,346</b>	<b>8,370</b>	<b>212</b>	<b>8,582</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Hillsdale Terraces Charge	74	56	56	(56)	-
Works - Facilities Management Charge	89	82	82	-	82
Recovery - Children's Services	(432)	(432)	(432)	-	(432)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(269)</b>	<b>(294)</b>	<b>(294)</b>	<b>(56)</b>	<b>(350)</b>
<b>Gross Operating Expenses</b>	<b>8,093</b>	<b>8,052</b>	<b>8,076</b>	<b>156</b>	<b>8,232</b>
<b>Tangible Capital Assets</b>					
New	350	350	-	4	4
Replacement	157	157	34	59	93
<b>Total Tangible Capital Assets</b>	<b>507</b>	<b>507</b>	<b>34</b>	<b>63</b>	<b>97</b>
<b>Total Expenses</b>	<b>8,600</b>	<b>8,559</b>	<b>8,110</b>	<b>219</b>	<b>8,329</b>

**PROGRAM 2  
DIRECTLY OPERATED SPACES**



**2019 Program Detail**

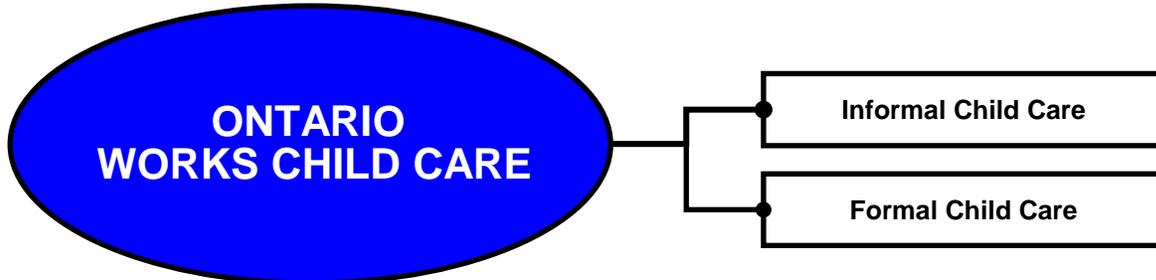
**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Provincial Contribution - One Time	(350)	(350)	-	-	-
Provincial Subsidy	(4,507)	(4,507)	(4,507)	-	(4,507)
Fees & Service Charges	(1,414)	(1,265)	(1,265)	(228)	(1,493)
<b>Total Revenues</b>	<b>(6,271)</b>	<b>(6,122)</b>	<b>(5,772)</b>	<b>(228)</b>	<b>(6,000)</b>
<b>Net Program Expenses</b>	<b>2,329</b>	<b>2,437</b>	<b>2,338</b>	<b>(9)</b>	<b>2,329</b>



2019 Program Detail

Social Services -  
Children's Services



**Purpose:**

- ◆ To provide subsidy for quality child care to eligible Ontario Works recipients to support their participation requirements

**Description of Program Activities:**

- ◆ Provide subsidized placements for children when the family is in receipt of Ontario Works
- ◆ Ensure families have a completed participation agreement which may include employment supports, job search, self-employment program and employment placements and/or community placement
- ◆ Work collaboratively with the Income and Employment Support Division to achieve the best possible service for mutual clients
- ◆ Manage subsidy for formal and informal child care placements
- ◆ Process monthly payments to operators and families
- ◆ Provide information to parents to ensure quality child care is chosen when seeking an informal provider
- ◆ Monitor monthly spending
- ◆ Measure customer satisfaction
- ◆ Provide reports to the Ministry, detailing service targets and year to date spending. Identify and explain variances

**Description of Program Resources:**

- ◆ Staff positions are included in Core Administration (Program 8)

**Performance Measurements:**

- ◆ Number of Children Served under Ontario Works Child Care Program

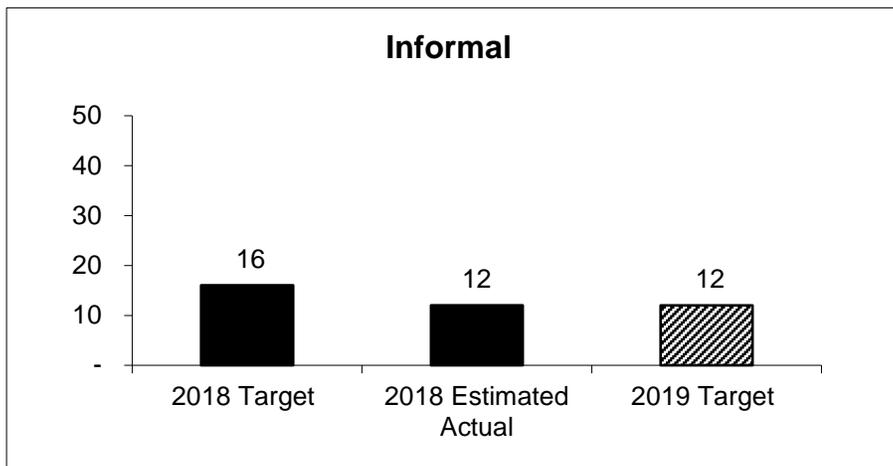
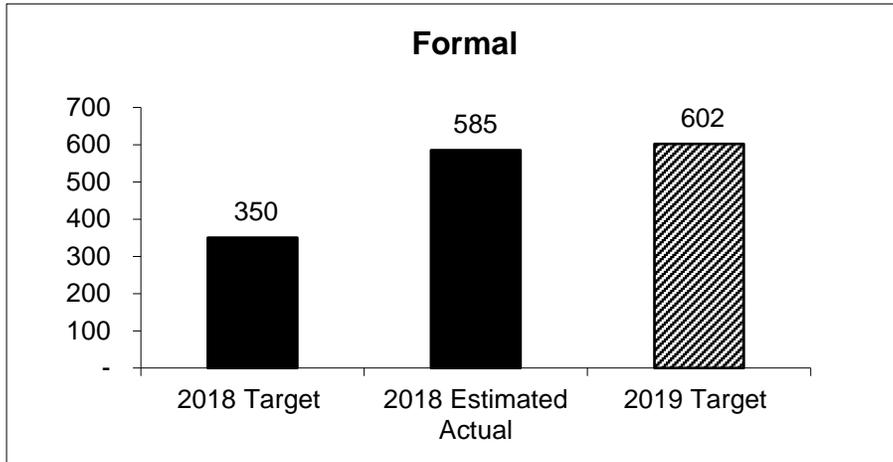


2019 Program Detail

Social Services -  
Children's Services

Performance Data:

Number of Children Served under Ontario Works Child Care Program



Note: There is an increased requirement to fund licensed (formal) care over unlicensed (informal) care, and more families are using Licensed care

**PROGRAM 3  
ONTARIO WORKS CHILD CARE**



**2019 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Contracted Services	1,397	1,300	1,300	-	1,300
<b>Operating Expenses Subtotal</b>	<b>1,397</b>	<b>1,300</b>	<b>1,300</b>	<b>-</b>	<b>1,300</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Social Assistance Charge	200	200	200	-	200
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>200</b>
<b>Total Expenses</b>	<b>1,597</b>	<b>1,500</b>	<b>1,500</b>	<b>-</b>	<b>1,500</b>
<b>Revenues</b>					
Provincial Subsidy	(1,227)	(1,227)	(1,227)	-	(1,227)
<b>Total Revenues</b>	<b>(1,227)</b>	<b>(1,227)</b>	<b>(1,227)</b>	<b>-</b>	<b>(1,227)</b>
<b>Net Program Expenses</b>	<b>370</b>	<b>273</b>	<b>273</b>	<b>-</b>	<b>273</b>



**2019 Program Detail**

**Social Services -  
Children's Services**

**Purpose:**

- ◆ To provide short term informal child care funding, for eligible families who are unable to access licensed child care whereby promoting attachment to the work force and helping to alleviate the depth of child poverty

**Description of Program Activities:**

- ◆ Support families in crisis and those unable to access Ontario Works or other fee subsidy funding
- ◆ Provide short term child care subsidy to families in the informal sector as required
- ◆ Work with the community to maximize use of available funds as per the Child Care Service Management plan, considering the changing needs of the community and legislation
- ◆ Monitor and evaluate budget expenditures
- ◆ Provide information to families on quality child care
- ◆ Seek and use Community feedback
- ◆ Measure customer satisfaction

**Description of Program Resources:**

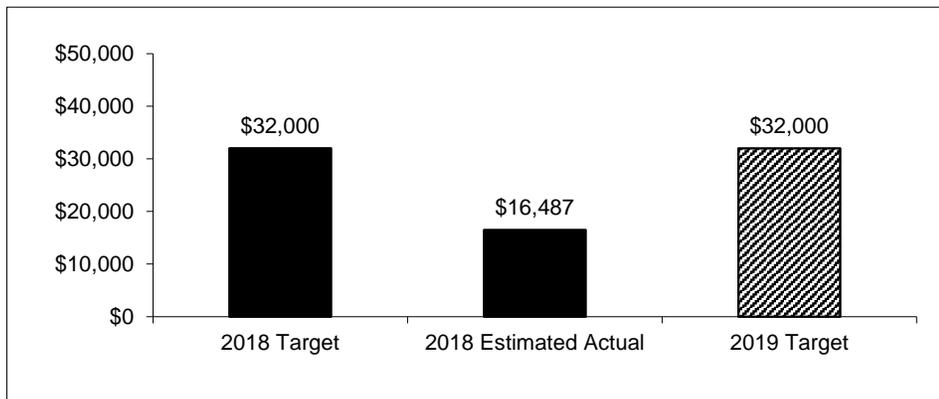
- ◆ No staff are assigned to this program

**Performance Measurements:**

- ◆ Annual Social Investment Funding Allocations

**Performance Data:**

**Annual Social Investment Funding Allocations**



**PROGRAM 4  
SOCIAL INVESTMENT FUND**



**2019 Program Detail**

**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Contracted Services	16	32	32	-	32
<b>Net Program Expenses</b>	<b>16</b>	<b>32</b>	<b>32</b>	<b>-</b>	<b>32</b>



## 2019 Program Detail

## Social Services - Children's Services

### Purpose:

- ◆ To purchase support, including services of early learning inclusion staff for children with special needs in licensed child care and licensed home child care programs
- ◆ To flow program operating funds to the four Special Needs Resourcing (SNR) programs:
  1. Resources for Exceptional Children and Youth (RFECY)
  2. Grandview Children's Centre, Preschool Outreach Program (POP)
  3. The Surrey Place Centre
  4. Durham Behavior Management Services (Program 6)
  5. Infant and Child Development (Pilot Project from June 2018 to June 2019)
- ◆ To provide inclusive services for children in the 280 child care sites in Durham
- ◆ To purchase specialized toys and equipment in support of an individual child's program plan

### Description of Program Activities:

- ◆ This program, downloaded by the Province, is a mandatory program
- ◆ Special Needs Resource Agencies support child care services in assessing children with special needs, in preparing legislative individual support plans for the children, and in providing support to the child's educators in developing and carrying out daily activities in accordance with these plans. SNR staff assist the individual child within the larger group and support group dynamics; SNR staff may work with several children in more than one location; they also support parents to support consistent expectations for the child. Child care centres may also apply for funding to support enhanced staffing to allow for reduced ratios within a program.
- ◆ Maintain Service Agreements to flow program funds on a quarterly basis
- ◆ Analyze annual operating budgets and approve funds for the year
- ◆ Set and monitor service targets for each location
- ◆ Identify any alternative funding sources available
- ◆ Manage "Serious Occurrence" reporting process
- ◆ Manage an internal review process to deal with concerns by parents, service providers or staff
- ◆ Collect, analyze and roll-up statistics to the Ministry of Education as per their timelines

### Description of Program Resources:

- ◆ Staff positions are included in Core Administration (Program 8)

### Performance Measurements:

- ◆ Number of children served annually
- ◆ Number of Full Time Employees funded annually

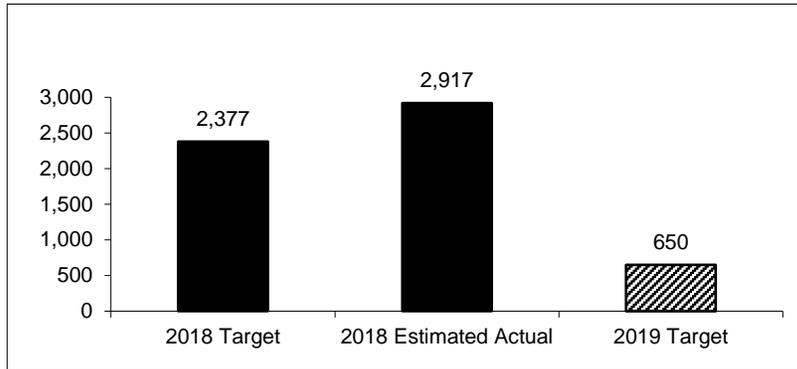


**2019 Program Detail**

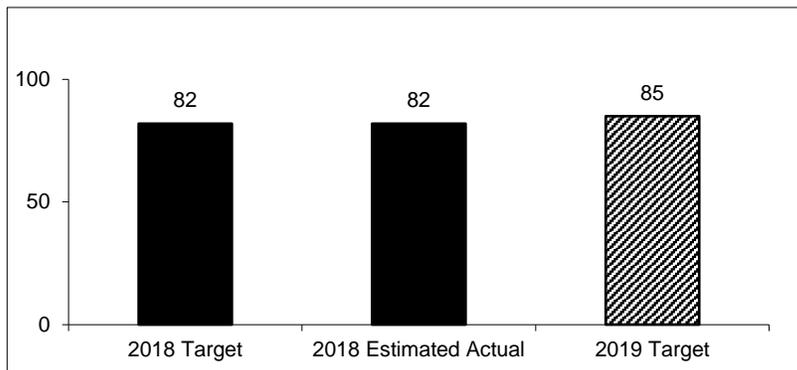
**Social Services -  
Children's Services**

**Performance Data:**

**Number of Children Served Annually**



**Number of Full Time Employees Funded Annually**



Note: Resource Consultants will be providing support primarily to licensed child care and have limited home visits as per the Ministry guidelines. This will decrease the individual number of children served however all children in child care will benefit from increased support to all licensed child care.

**PROGRAM 5  
SPECIAL NEEDS RESOURCING**



**2019 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Contracted Services	3,486	3,986	3,986	(500)	3,486
<b>Total Expenses</b>	<b>3,486</b>	<b>3,986</b>	<b>3,986</b>	<b>(500)</b>	<b>3,486</b>
<b>Revenues</b>					
Provincial Subsidy	(3,158)	(3,608)	(3,608)	500	(3,108)
<b>Total Revenues</b>	<b>(3,158)</b>	<b>(3,608)</b>	<b>(3,608)</b>	<b>500</b>	<b>(3,108)</b>
<b>Net Program Expenses</b>	<b>328</b>	<b>378</b>	<b>378</b>	<b>-</b>	<b>378</b>

**PROGRAM 5  
SPECIAL NEEDS RESOURCING**



**2019 Program Detail**

**Social Services -  
Children's Services**

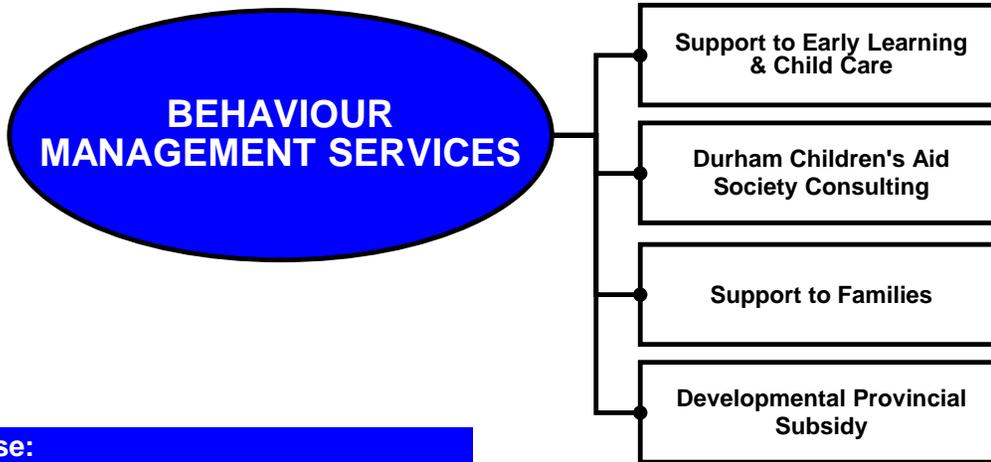
**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Gross Operating Expenses</b>					
General	3,486	3,986	3,986	(500)	3,486
<b>Gross Operating Expenses</b>	<b>3,486</b>	<b>3,986</b>	<b>3,986</b>	<b>(500)</b>	<b>3,486</b>
<b>Revenues</b>					
General	(3,158)	(3,608)	(3,608)	500	(3,108)
<b>Total Revenues</b>	<b>(3,158)</b>	<b>(3,608)</b>	<b>(3,608)</b>	<b>500</b>	<b>(3,108)</b>
<b>Net Program Expenses</b>	<b>328</b>	<b>378</b>	<b>378</b>	<b>-</b>	<b>378</b>



2019 Program Details

Social Services - Children's  
Services



**Purpose:**

- ◆ To provide consultation to early learning and child care professionals and parents/guardians in the child's natural environment, when they are experiencing difficulty managing child behaviour
- ◆ To provide early learning and child care professionals and parents/guardians community education/training in a standardized, organized and effective manner
- ◆ To work in co-operation with other agencies to respond to identified needs and to plan for future service delivery through sound operations and management practices
- ◆ To provide accessible consultation to early learning and child care professionals and parent/guardians of children with developmental disabilities in a timely manner

**Durham Children's Aid Society (CAS) Consulting:**

- ◆ To provide behaviour consultation to Durham CAS foster, adoptive and kinship care parents when they are experiencing difficulty managing child behaviour and children are at risk of placement breakdown
- ◆ To provide education and training programs to foster and adoptive parents and staff of Durham CAS
- ◆ To work in cooperation with the Durham CAS to respond to identified needs and to plan for future service delivery



## 2019 Program Details

## Social Services - Children's Services

### Description of Program Activities:

- ◆ Established in 1982, this is a directly operated core program that is funded through Special Needs Resourcing mandatory program dollars and Developmental Services dollars. Special Needs Resourcing is funded by the Province through the Ministry of Education, whereas Developmental Services is a 100 per cent Provincially funded program through the Ministry of Community and Social Services. Durham Children's Aid Society provides 100 per cent funding for the cost of a consultant who works with their clients and staff.
- ◆ Over 1,200 individuals access the program annually. As of December 2018 there were more than 500 active clients on the client list accessing various types of services including short-term levels of consultation, longer-term intensive levels of consultation, and education and training workshops.
- ◆ Over 200 child care providers have referred to the program as of December 2018 and more than 600 early learning and care professionals have attended 21 training sessions
- ◆ This program will provide consultation to approximately 25 children in Durham CAS care annually
- ◆ This program will provide two training workshops annually to foster and adoptive parents and additional training series to staff members of the Durham Children's Aid Society
- ◆ **Caseload:**

Consultants carry an active caseload on average of 15-25 children based on intensity of behavioural concerns, as well as providing parent and child care training groups. Activities involved in service provision include:

  - ◆ Visits to the child's child care setting (Special Needs Resourcing) and home and school (Developmental) with frequency ranges from weekly to monthly contacts, depending on needs of clients. During visits, behavioural observations are completed, early learning and child care professional and parents/guardians are interviewed in order to assess the child's behaviour and monitor the effectiveness of behavioural interventions.
  - ◆ Based on assessment information, recommendations are developed, reviewed and discussed with caregivers
  - ◆ Observation of the child in a child care setting and in home for children with developmental disabilities
  - ◆ Meetings and telephone contacts with other professionals regarding the child
  - ◆ Preparation of resource material for children's programs
  - ◆ Resource materials could include picture schedules, social teaching stories that address specific challenges the child is experiencing, reinforcement charts, anger management materials etc
  - ◆ Report writing based on data which includes strategies to support positive behavioural changes
  - ◆ Preparation and presentation training to early learning and child care professional and parent/guardians
  - ◆ Children waiting for consultation in child care settings are monitored regularly and prioritized based on severity of concerns
  - ◆ Provide general classroom consultation to child care centres



## 2019 Program Details

## Social Services - Children's Services

### Description of Program Activities (continued):

- ◆ **The following drop-in sessions have been offered:**
  - ◆ EarlyON Child and Family Centres (YMCA, YWCA)
  - ◆ Durham Farm and Rural Family Resource
  - ◆ CAREA Community Health Centre
  - ◆ Ready, Set, Grow Check-ups
  - ◆ Welcome to Kindergarten program/school programs
  
- ◆ **Training for early learning and child care professionals:**
  - ◆ Training and education offered through Capacity Building Funding and Durham Region Child Care Forum
  - ◆ General classroom consultation for child care educators throughout the year
  - ◆ Workshop presentation at Durham Region Child Care Forum Conference
  
- ◆ **Training for Parents:**
  - ◆ Workshops and drop-ins are offered to parents on a regular basis throughout the year. Presentations cover topics such as understanding children's behaviour, emotional regulation, encouraging cooperation, and non-compliance.
  - ◆ Workshop series are also offered including a series for parents of children with attention difficulties, and in collaboration with Durham Children's Aid Society (CAS), a series for foster and adoptive families
  - ◆ Following each training workshop, parents have the opportunity to continue to access services from a Behaviour Consultant to assist with the implementation of concepts and strategies discussed at the training workshop
  
- ◆ **Presentations for parents may include topics such as:**
  - ◆ Compliance and Reinforcement
  - ◆ Self Regulation, recognize feelings/regulate emotions (two-part series)
  - ◆ Distractible Child (four-part series)
  - ◆ "You can't make me do it" - helping your child with developmental disabilities manage transitions
  - ◆ Toilet Training, for children with special needs
  
- ◆ **Presentations for Child Care and Early Learning may include topics such as:**
  - ◆ Group Reinforcement
  - ◆ Standing up to bullying
  - ◆ Zero to Sixty - " Why is this child so angry"
  - ◆ Think, Do, Act - The Behavioural Skills Training Model Series
  - ◆ De-mystifying use of Applied Behavioural Analysis (ABA) in Early Learning settings (6-part series)
  - ◆ Behaviour Management E-learning



## 2019 Program Details

## Social Services - Children's Services

### Description of Program Activities (continued):

#### ♦ Professional Development:

- ♦ Behaviour Management Consultants attend professional development on an ongoing basis to stay current with best practices in behaviour guidance strategies for children with varying special needs
- ♦ Ongoing alignment of education and training with the principles of How Does Learning Happen, Durham Region Operating Criteria and the Child Care and Early Years Act

#### ♦ Computer Technology / Database Development:

- ♦ Continued use of database and data analysis for planning purposes, program review, and outcome measurement
- ♦ Increase, refine and develop access to information through use of the Internet
- ♦ Continue to use current media based technology for presentations in parent groups
- ♦ Maintain library database, and update current literature

#### ♦ Administration:

- ♦ Intake and service delivery processes adapted, updated and refined to meet the community needs

#### ♦ Linkages with Other Regional Programs:

- ♦ Participate with the Health Department on Self Regulation Training
- ♦ Participate with the Health Department on Social Media post on child development and behaviour
- ♦ Participate in the Innovation & Research Program

#### ♦ Linkages with the Province:

- ♦ Participation in the Durham Region Best Start Network, Durham's Children and Youth Planning Network, Ontario Network of Provincial Special Needs Networking Programs

#### ♦ Linkages with the Community:

- ♦ Participation on the substance use in pregnancy and parenting coalition, Dual Diagnosis Committee
- ♦ Collaboration with Durham Children's Aid Society to provide behavioural consultation, education, and training to foster parents and staff members of Durham Children's Aid Society
- ♦ Providing training for the e-community through the Durham Region Child Care Forum
- ♦ Participate on the Durham Region Best Start Network and Durham's Children and Youth Planning Network
- ♦ Participate on the panel for the Child Abuse Review Committee - Durham Children's Aid Society, work in collaboration with community agencies in the provision of comprehensive support services for children and families across Durham Region including: Resources for Exceptional Children & Youth, Kinark Child and Family Services, Family Community Action Program, Infant and Child Development Services, Grandview Children's Centre, Durham Children's Aid Society, and Kerry's Place

### Description of Program Resources:

- ♦ 2019 Full Time Staff = 17
- ♦ 2018 Full Time Staff = 17



2019 Program Details

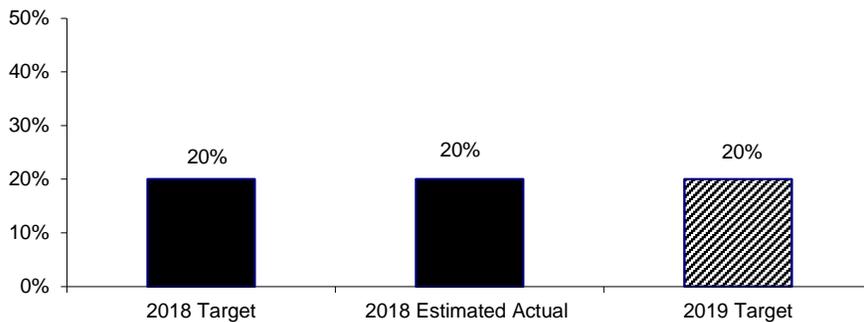
Social Services - Children's  
Services

Performance Measurements:

- ◆ Number of clients waiting for services as a percentage of total annual referrals
- ◆ Consultations & Provider Education Workshops

Performance Data:

Number of Clients Waiting for Service as a Percentage of Total Annual Referrals



**Note:**

These wait list statistics reflect clients waiting for interim and/or longer-term intensive behaviour consultation and are shown as a percentage of the total annual referrals received by the program

Durham Behaviour Management Services continues to offer a variety of types and levels of services including workshops, and levels of shorter-term and longer-term behaviour consultation. This has increased access to services for clients of the program.

Over the past several years, the number of referrals to the program has increased. Due to the number and nature of referrals received in 2018, the number of clients requiring intensive levels of consultation is anticipated to be higher than previously estimated. The program will strive to maintain a wait list of approximately 20% or less of the annual number of referrals received by the program, and ensure that all clients on the wait list have ongoing access to levels of service while waiting.



**2019 Program Details**

**Social Services - Children's  
Services**

**Performance Data (continued):**

**Consultation & Provider Education Workshops**

	<b>2018 Target</b>	<b>2018 Estimated Actuals</b>	<b>2019 Target</b>
Consultation	500	510	500
Goals Met at Discharge	90%	100%	90%
% of consultation surveys with a level of satisfaction	100%	100%	100%
# of Workshops	65	70	65
# of Participants	2,400	1,940	2,000
% of workshop surveys received indicating satisfaction	100%	100%	100%
# of child care sites served	220	160	150
# of child care visits	1,300	1,600	1,400

Note: Throughout 2018 staff have been providing more consultation to licensed child care programs and fewer home consultations as per Ministry guidelines. New measures added to reflect services to licensed child care.

**PROGRAM 6  
BEHAVIOUR MANAGEMENT SERVICES**



**2019 Program Detail**

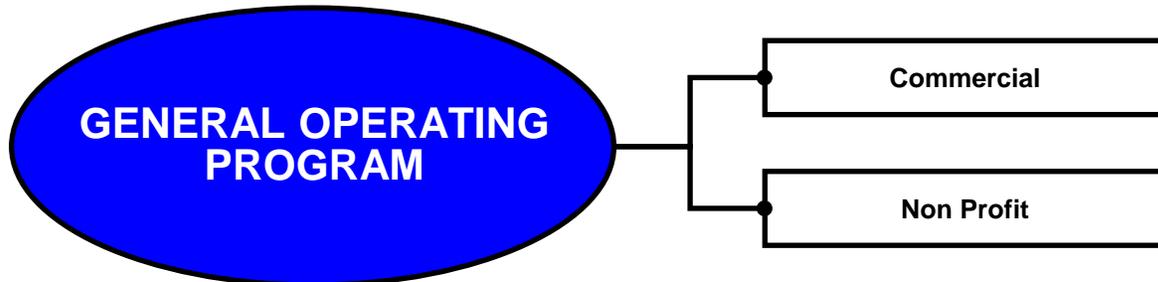
**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,782	1,942	2,000	(49)	1,951
Personnel Related	30	23	23	-	23
Communications	15	14	13	-	13
Supplies	4	4	4	-	4
Professional Services	1	8	8	-	8
<b>Operating Expenses Subtotal</b>	<b>1,832</b>	<b>1,991</b>	<b>2,048</b>	<b>(49)</b>	<b>1,999</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Children's Services Charge	10	(1)	10	-	10
Recovery - Children's Services	(10)	(10)	(10)	-	(10)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Gross Operating Expenses</b>	<b>1,832</b>	<b>1,991</b>	<b>2,048</b>	<b>(49)</b>	<b>1,999</b>
<b>Tangible Capital Assets</b>					
Replacement	1	1	-	-	-
<b>Total Tangible Capital Assets</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,833</b>	<b>1,992</b>	<b>2,048</b>	<b>(49)</b>	<b>1,999</b>
<b>Revenues</b>					
Provincial Subsidy	(1,381)	(1,377)	(1,377)	-	(1,377)
Fees & Service Charges	(118)	(118)	(118)	-	(118)
<b>Total Revenues</b>	<b>(1,499)</b>	<b>(1,495)</b>	<b>(1,495)</b>	<b>-</b>	<b>(1,495)</b>
<b>Net Program Expenses</b>	<b>334</b>	<b>497</b>	<b>553</b>	<b>(49)</b>	<b>504</b>



**2019 Program Detail**

**Social Services -  
Children's Services**



Durham has developed a policy for the equitable distribution of Provincial subsidy and property tax funding to child care operators, following the priorities and principles provided by the Ministry. Durham's policy was developed after consulting the child care community and was approved by Regional Council in the fall of 2014. Both non-profit and commercial licensed child care operators are eligible for this funding, as well as Home Child Care Agencies and their contracted home providers

**Purpose:**

- ◆ The purpose of the General Operating Program is to support the costs of operating licensed child care programs in order to reduce wait times and fees for services, stabilize service levels, and where funds allow, improve access to high quality affordable early learning and child care services for children and their families

**Description of Program Activities:**

- ◆ This program is funded by the Ministry of Education and the property tax base. Requirements are set out in the Ministry of Education Funding Guidelines.
- ◆ Collect data from the operators to determine the annual allocation of funding
- ◆ Maintain present Service Agreements to flow funds on a quarterly basis
- ◆ Analyze annual operating budgets and offer follow up as appropriate
- ◆ Monitor spending / service data on a quarterly and year-end basis
- ◆ Identify gaps in service or funding and work with the community to alleviate pressures
- ◆ Manage an internal review process to deal with complaints by parents, service providers or staff
- ◆ Collect, analyze and roll up statistics to the Ministry of Education under three streams (Commercial / Non Profit and Directly Operated programs)

**Description of Program Resources:**

- ◆ Staff positions are included in Administration (Program 8)



**2019 Program Detail**

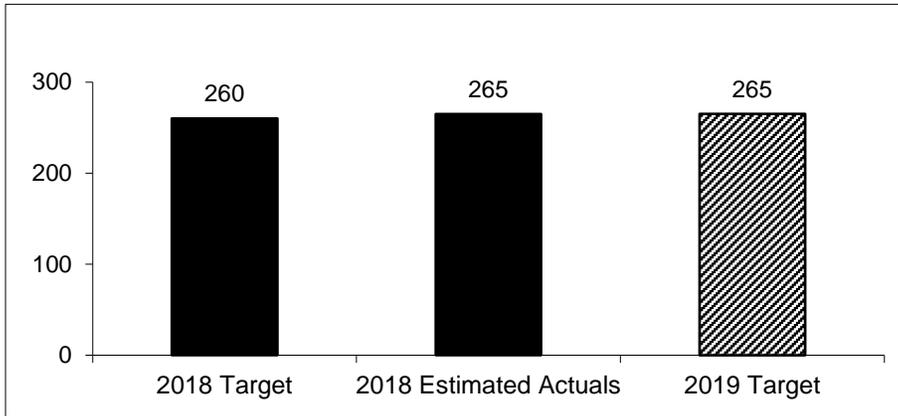
**Social Services -  
Children's Services**

**Performance Measurements:**

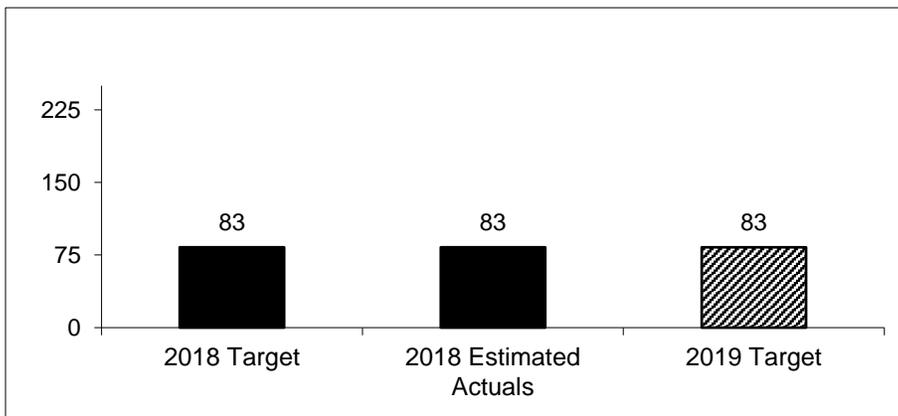
- ◆ Number of licensed child care programs receiving funding
- ◆ Number of contracts for licensed child care programs receiving funding
- ◆ Number of FTE's supported with operating funding
- ◆ Total licensed capacity of all programs supported (cumulative)

**Performance Data:**

**Number of Licensed Child Care Programs Receiving Funding**



**Number of Contracts for Licensed Child Care Programs Receiving Funding**



**PROGRAM 7  
GENERAL OPERATING PROGRAM**

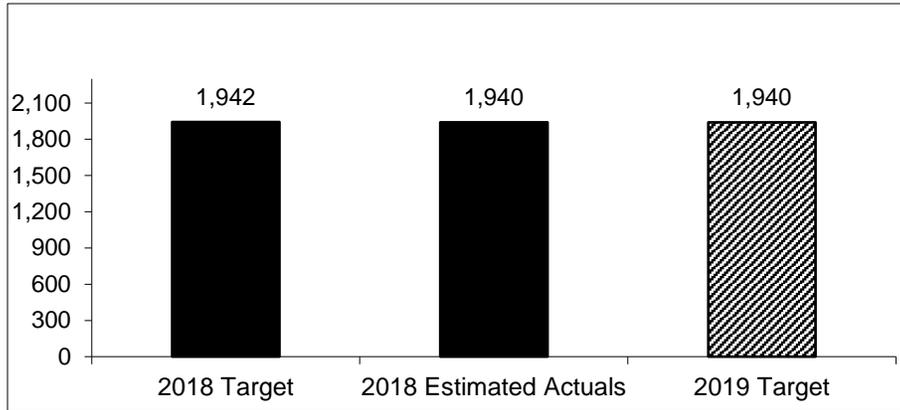


**2019 Program Detail**

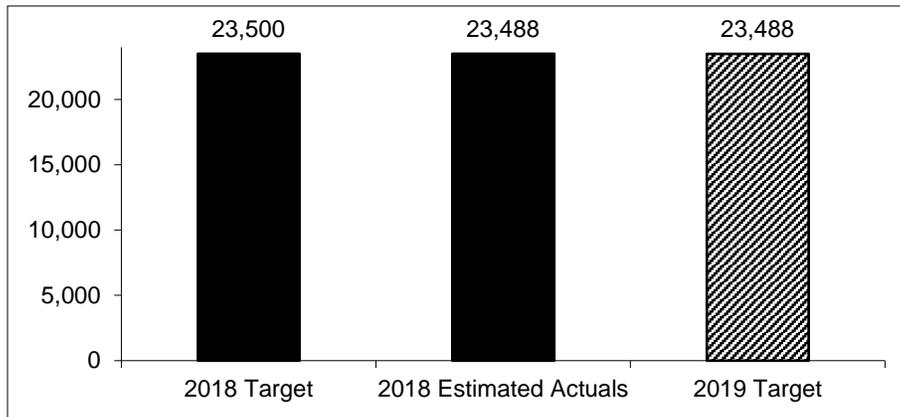
**Social Services -  
Children's Services**

**Performance Data (continued):**

**Number of Full Time Equivalent Staff Supported with Operating Funding**



**Total Licensed Capacity (spaces) of all Programs Supported (Cumulative)**



**PROGRAM 7  
GENERAL OPERATING PROGRAM SUBSIDY**



**2019 Program Detail**

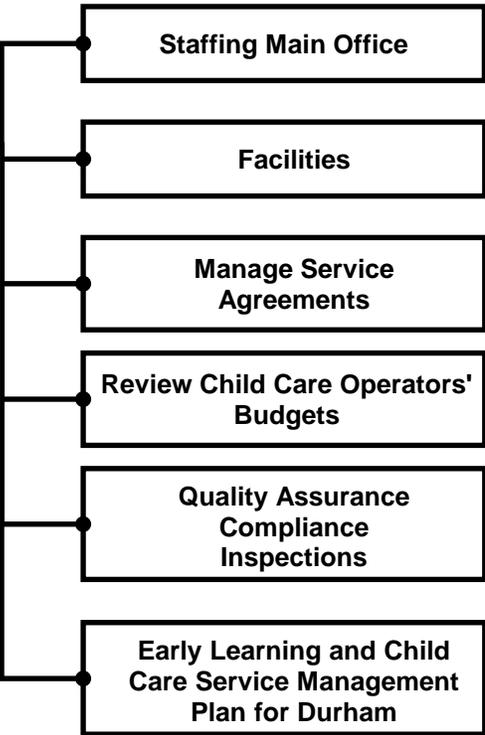
**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Contracted Services	7,992	9,278	9,278	(1,300)	7,978
<b>Operating Expenses Subtotal</b>	<b>7,992</b>	<b>9,278</b>	<b>9,278</b>	<b>(1,300)</b>	<b>7,978</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Children's Services Charge	432	432	432	-	432
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>432</b>	<b>432</b>	<b>432</b>	<b>-</b>	<b>432</b>
<b>Total Expenses</b>	<b>8,424</b>	<b>9,710</b>	<b>9,710</b>	<b>(1,300)</b>	<b>8,410</b>
<b>Revenues</b>					
Provincial Subsidy	(7,634)	(8,634)	(8,634)	1,300	(7,334)
<b>Total Revenues</b>	<b>(7,634)</b>	<b>(8,634)</b>	<b>(8,634)</b>	<b>1,300</b>	<b>(7,334)</b>
<b>Net Program Expenses</b>	<b>790</b>	<b>1,076</b>	<b>1,076</b>	<b>-</b>	<b>1,076</b>



**2019 Program Detail**

**Social Services -  
Children's Services**



**Purpose:**

- ◆ As the Consolidated Municipal Service Manager (CMSM) for Child Care, the principle role of the Children's Services Division is to manage: Child Care Fee Subsidy; the implementation of the Provincial Early Learning Program; General Operating funds for eligible child care operators; Special Needs Resourcing funding and programs including Durham Behaviour Management Services; directly operate 7 licensed child care programs; distribute Small Water Works funding to eligible child care operators; approve and distribute Special Purpose funding to child care operators for Health and Safety and transformation projects; and provide support to the families, child care operators and community partners to support quality early learning environments and by creating and implementing Durham's Early Learning and Child Care Service Plan.

**Description of Program Activities:**

- ◆ Administer the Child Care Fee Subsidy System for Durham
- ◆ Administer approximately 265 site contracts and related funding in the Purchase of Service Child Care Fee Subsidy System
- ◆ Training for operators on budget management and identification of any alternative funding sources available
- ◆ Monitor and evaluate program budget expenditures
- ◆ Administer General Operating service agreements and related funding (Child Care programs and Special Needs Resourcing)
- ◆ Administer Special Needs Resourcing service agreements and related funding flow with: Resources For Exceptional Children and Youth; Grandview Children's Centre - Preschool Outreach Program; The Surrey Place Centre; Durham Behaviour Management Services and Durham Region's Health Department Infant & Child Development program



**2019 Program Detail**

**Social Services -  
Children's Services**

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

- ◆ Manage appeal process for clients regarding subsidy eligibility
- ◆ Ensure analysis and roll-up of statistics for all program areas are submitted to the Ministry
- ◆ Implement and maintain Durham's Early Learning and Child Care Service Plan as part of the Ministry's budget for Durham, including Ontario's Renewed EYCC Policy Framework, 2017
- ◆ Evaluation of the Child Care system as incorporated in Durham's Service Plan
- ◆ Monitor waiting list and strive to reduce it by maximizing use of various funding sources for spaces
- ◆ Provide child care information to all Durham Region residents; and provide referrals to other community services and agencies
- ◆ Manage programs using the Ontario Child Care Management System (OCCMS). The computerized data management system is serving more than 4,400 children annually for child care placements.
- ◆ Represent the Region with regard to Emergency Measures in child care settings
- ◆ Supervise both directly and indirectly, the various staff necessary to maintain the Division
- ◆ Annually review all services managed, incorporating Durham's Early Learning and Child Care Service Plan priorities to accommodate the needs of our community and legislation; continue ongoing development of strong fiscal policies; continually increasing operating efficiencies and work cooperatively with internal and external contacts to improve the public's awareness of the service provided
- ◆ Participate in Provincial child care related professional committees (e.g. OMSSA, MBNCANADA)
- ◆ Assess overpayments on client files and assist the Finance Department in the collection of this revenue
- ◆ Maintain a listing of all Licensed Child Care centres/agencies and Child and Family Centres in the Region for the Geographical Information System (GIS) and planning purposes.
- ◆ Establish coordinated community planning processes involving the six School Boards, Early Years Operators and the Region of Durham Health Department programs serving children and families
- ◆ Implement the Data Analysis Program which includes the Early Development Instrument (EDI) and when required the Kindergarten Parent Survey (KPS), by working in partnership with the Ministry of Education, Offord Centre for Child Studies, school boards in Durham Region and community service partners

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 38.91      Position Transfers: 1 Program Manager from Child Care Expansion Plan; 1 Policy Analyst from ELCC; 1 Accounting Clerk to Child Care Expansion
- ◆ 2018 Full Time Staff = 37.91



**2019 Program Detail**

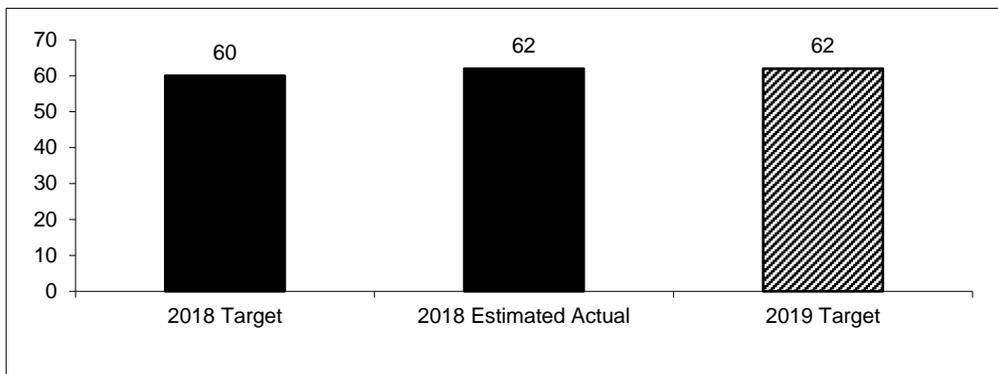
**Social Services -  
Children's Services**

**Performance Measurements:**

- ◆ Number of Public Displays

**Performance Data:**

**Number of Public Displays**



**Note:**

Staff participate at many community events to promote the positive image of the Region and provide information about services available.

**PROGRAM 8  
CORE ADMINISTRATION**



**2019 Program Detail**

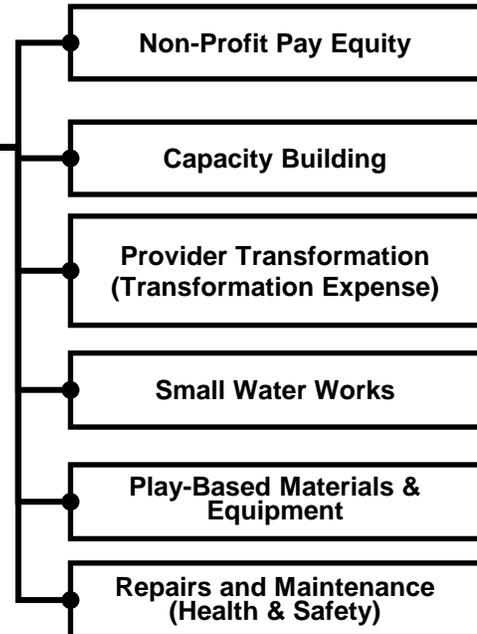
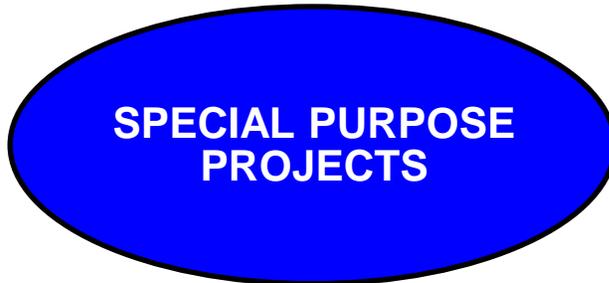
**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	4,056	4,132	4,219	176	4,395
Personnel Related	69	53	53	-	53
Communications	94	86	86	-	86
Supplies	37	33	33	-	33
Food	9	5	5	-	5
Computer Maintenance & Operations	36	22	22	-	22
Materials & Services	25	18	18	-	18
Equipment Maintenance & Repairs	12	15	15	-	15
Professional Services	36	29	30	-	30
<b>Operating Expenses Subtotal</b>	<b>4,374</b>	<b>4,393</b>	<b>4,481</b>	<b>176</b>	<b>4,657</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children's Services	(263)	(66)	(66)	(198)	(264)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(263)</b>	<b>(66)</b>	<b>(66)</b>	<b>(198)</b>	<b>(264)</b>
<b>Gross Operating Expenses</b>	<b>4,111</b>	<b>4,327</b>	<b>4,415</b>	<b>(22)</b>	<b>4,393</b>
<b>Tangible Capital Assets</b>					
New	30	30	-	-	-
Replacement	27	27	11	-	11
<b>Total Tangible Capital Assets</b>	<b>57</b>	<b>57</b>	<b>11</b>	<b>-</b>	<b>11</b>
<b>Total Expenses</b>	<b>4,168</b>	<b>4,384</b>	<b>4,426</b>	<b>(22)</b>	<b>4,404</b>
<b>Revenues</b>					
Provincial Subsidy	(2,313)	(2,313)	(2,313)	-	(2,313)
<b>Total Revenues</b>	<b>(2,313)</b>	<b>(2,313)</b>	<b>(2,313)</b>	<b>-</b>	<b>(2,313)</b>
<b>Net Program Expenses</b>	<b>1,855</b>	<b>2,071</b>	<b>2,113</b>	<b>(22)</b>	<b>2,091</b>



2019 Program Detail

Social Services -  
Children's Services



Purpose:

- ◆ **Non-Profit Pay Equity:** Since 2004, the Province, using the Region as the conduit, flowed additional Pay Equity funding to those programs already having a Pay Equity Plan. This is 100 per cent Provincial funding.
- ◆ **Capacity Building:** This category is intended to support professional development opportunities that build the capacity of licensed child care operators; supervisors; program staff / caregivers; home visitors; home child care providers and non-profit volunteer board members to support the provision of high quality programs for children aged 0 - 12.
- ◆ **Provider Transformation (Transformation Expense):** This category is intended to cover one-time costs for non-profit licensees, that are involved in business transformation activities and/or require business transformation supports, including: the amalgamation of two or more centres into a school or community setting; the relocation of a centre into a school or into the community or the retro-fitting of an existing child care centre to serve younger age groups.
- ◆ **Small Water Works (SWW):** This funding supports costs related to small water systems for licensed child care centres that have historically received an allocation from the Ministry. Funding is used to cover regular ongoing water testing and maintenance expenses.
- ◆ **Play-Based Material & Equipment:** This category is intended to help licensees create enriching environments with open ended materials that promote children's learning and development through exploration, play and inquiry, consistent with the principles of *How Does Learning Happen? Ontario's Pedagogy for the Early Years*. The funding may be used to purchase non-consumable supplies / equipment that supports the regular operation of the child care program.
- ◆ **Repairs and Maintenance (Health & Safety):** Child care operators are required to comply with the Ministry's licensing requirements under the Child Care and Early Years Act (CCEYA) as well as health and safety practices, the upkeep of equipment, property repairs and maintenance. This funding is to be used to help operators that are not in compliance with licensing requirements or may be at risk of not being in compliance with licensing requirements under the Act.



## 2019 Program Detail

## Social Services - Children's Services

### Description of Program Activities:

- ◆ **Non-Profit Pay Equity:** Staff manage service agreements with the operator to flow through funding as approved by the Ministry of Education. Staff report on the number of programs that receive Pay Equity funding. (This is separate from the Wage Enhancement Program Funding).
- ◆ **Capacity Building** The Division manages this funding and organizes free education and training events for the early learning and child care community and provides a Professional Resource Library.
- ◆ **Provider Transformation (Transformation Expense):** Staff assess and approve eligible applications from child care providers related to this type of funding, based on the Ministry guidelines.
- ◆ **Small Water Works:** Staff manage service agreements with approved operators to flow through funding as approved by the Ministry of Education. Staff report on the number of programs that receive this funding.
- ◆ **Play-Based Materials & Equipment:** Staff review providers applications for this type of funding and if appropriate approve and flow through the funding following the Ministry guidelines.
- ◆ **Repairs and Maintenance (Health & Safety):** Staff review providers applications for this type of funding and if appropriate, approve and flow through the funding following the Ministry guidelines.

### Description of Program Resources:

- ◆ Position is included in Core Administration (Program 8)

### Performance Measurements:

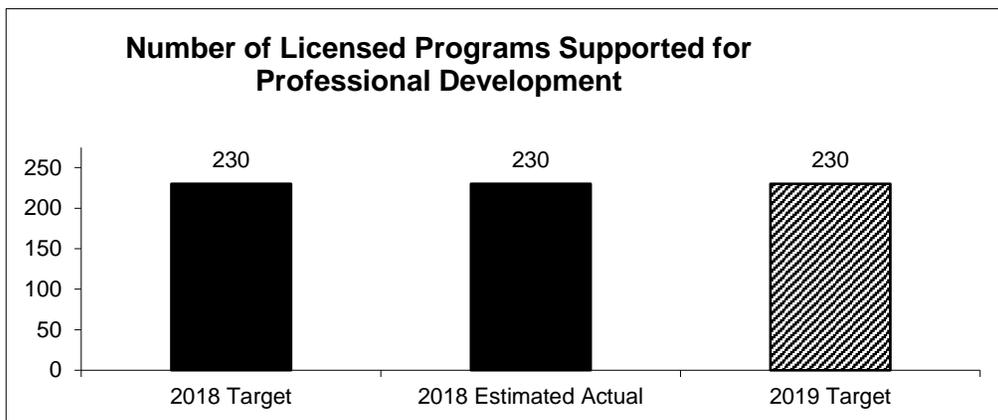
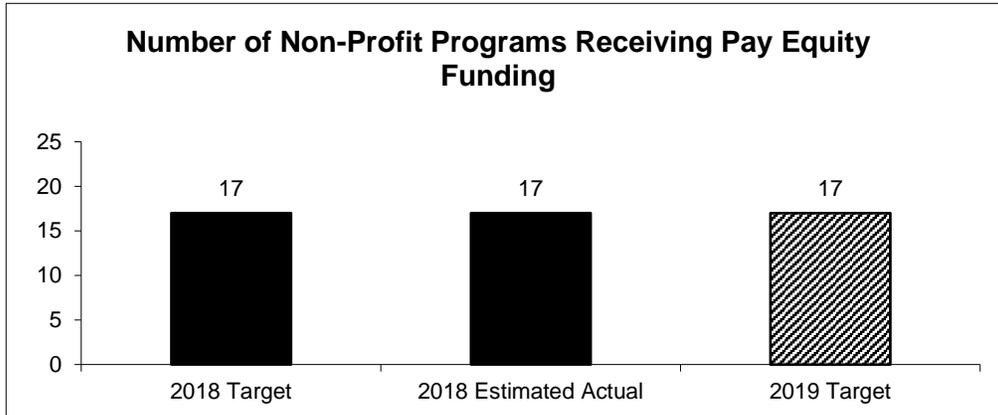
- ◆ Number of non-profit programs receiving Pay Equity funding
- ◆ Number of licensed programs supported for Professional Development
- ◆ Number of licensed child care programs funded for transformation and number of spaces supported in licensed child care programs funded for transformation
- ◆ Number of programs receiving funding to support small water works activities
- ◆ Number of programs receiving material and equipment funding to enrich learning environments for children
- ◆ Number of licensed programs funded for repairs and maintenance



2019 Program Detail

Social Services -  
Children's Services

Performance Data:

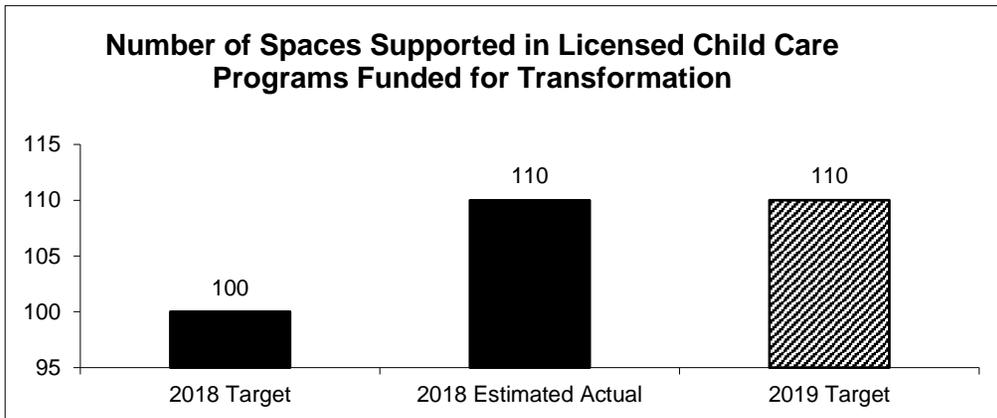
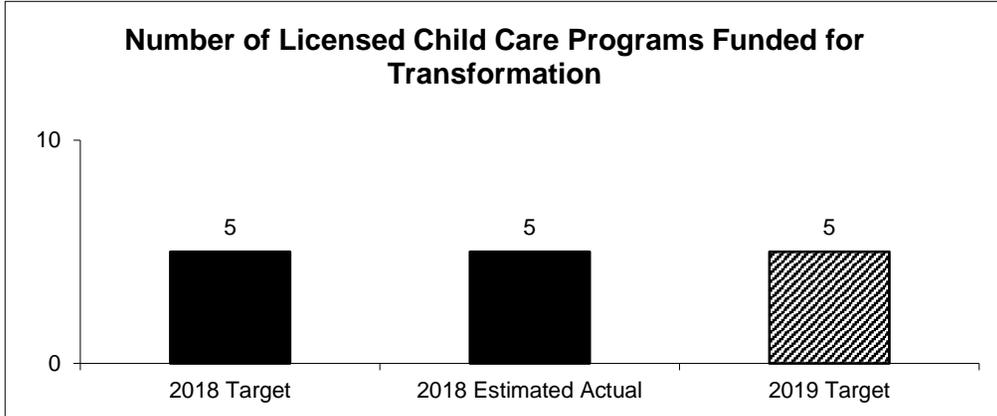




**2019 Program Detail**

**Social Services -  
Children's Services**

**Performance Data (continued):**



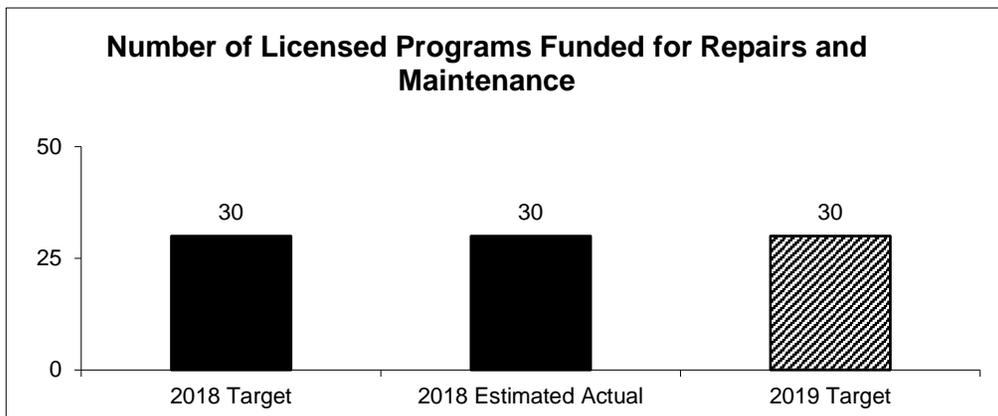
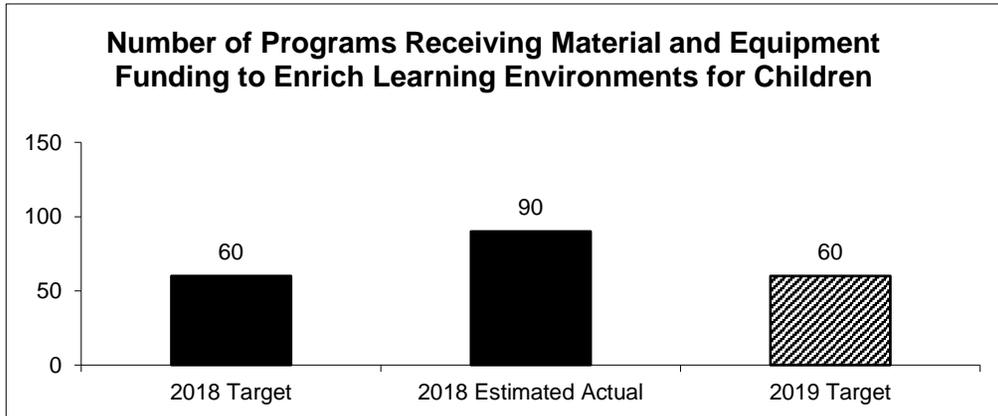
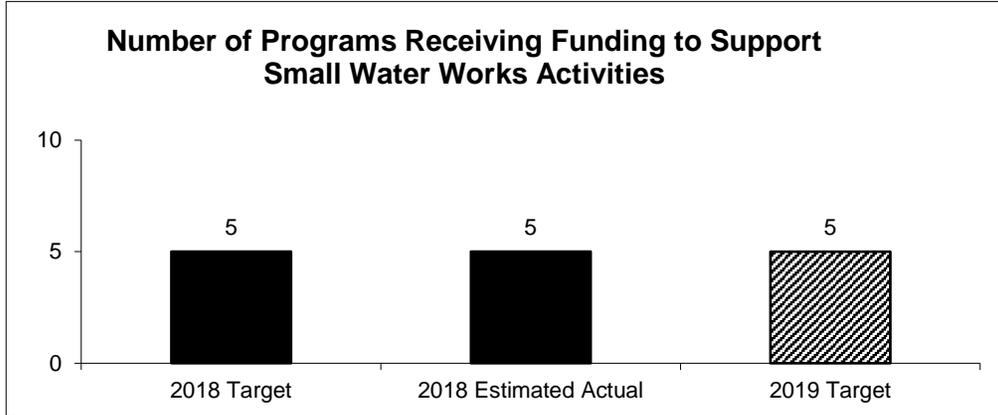
Note: Staff anticipate that Transformation funding in 2018 will be used to increase the Licensed Home Child Care sector to expand the number of spaces



2019 Program Detail

Social Services -  
Children's Services

Performance Data (continued):



**PROGRAM 9  
SPECIAL PURPOSE - PROJECTS**



**2019 Program Detail**

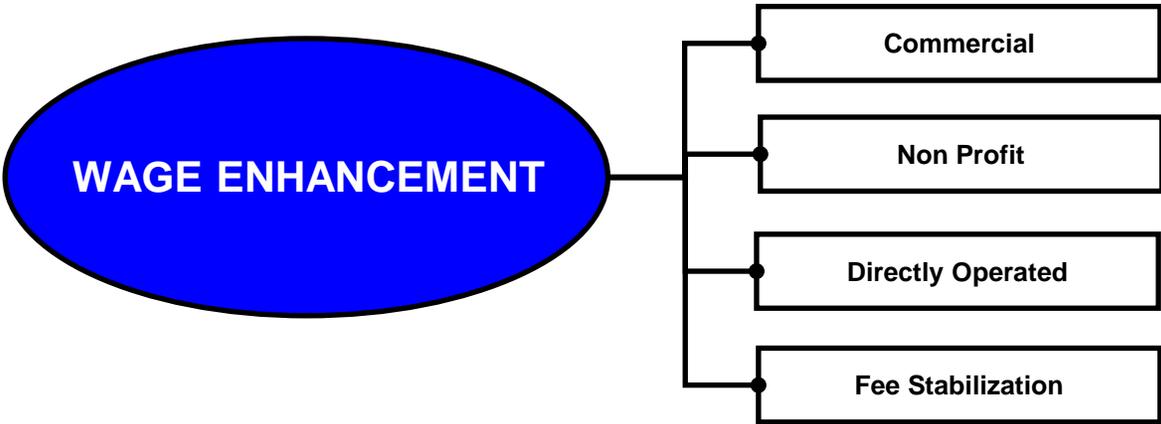
**Social Services -  
Children's Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Communications	6	-	-	-	-
Food	28	-	-	-	-
Materials & Services	30	-	-	-	-
Contracted Services	875	1,078	1,078	-	1,078
<b>Total Expenses</b>	<b>939</b>	<b>1,078</b>	<b>1,078</b>	<b>-</b>	<b>1,078</b>
<b>Revenues</b>					
Provincial Subsidy	(939)	(1,078)	(1,078)	-	(1,078)
<b>Total Revenues</b>	<b>(939)</b>	<b>(1,078)</b>	<b>(1,078)</b>	<b>-</b>	<b>(1,078)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2019 Program Detail**

**Social Services -  
Children's Services**



Effective January 1, 2015 the Province introduced the wage enhancement initiative as a means to support quality in the licensed child care sector, including licensed Private Home Day Care Agencies. Separately, the Province introduced Fee Stabilization funding as it was understood that the minimum wage increase of \$14 per hour effective January 2018 will have a financial impact on licensed programs that require additional funding to meet their minimum wage requirements.

**Purpose:**

- ◆ The purpose of the Wage Enhancement funding is to close the wage gap between Registered Early Child Care Educators (RECE's) working in School Boards and those in licensed child care; further to help stabilize child care operators by supporting their ability to retain RECE's and other program staff, including Home Visitors and Home Providers; and to reduce poverty by supporting greater employment and income security for families by having access to licensed child care programs.
- ◆ The Ministry of Education recognizes that increased operating costs for licensed child care operators may lead to increased parental fees; therefore as the province 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. The Ministry is also providing CMSM's with Administration funding to cover costs of implementing this additional funding support to the sector.



**2019 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Activities:**

- ◆ CMSM's are required to create a wage enhancement application template for licensed child care operators
- ◆ CMSM's will review applications and must have a Purchase of Service Agreement with the operator in order to flow the wage enhancement funding
- ◆ Licensed Child Care Operators and Home Child Care Agencies may complete the application and submit the request for funding based on the Ministry eligibility criteria
- ◆ Eligible licensed child care RECE's and program staff who support staff to child ratio's would receive \$2/hour wage up to the wage cap increase plus the operator may receive 17.5 per cent for associated benefit costs
- ◆ Home Child Care visitors would also be eligible for the \$2/hour wage increase up to the wage cap
- ◆ Contracted Home Child Care Providers would be eligible for up to \$20/day
- ◆ The operators must ensure that these funds are only used to increase staff wages and unspent monies are to be returned to the CMSM at year end. Operators must re-apply annually for funding
- ◆ Children's Services must ensure operators comply with the directive and must develop a reconciliation and audit process
- ◆ The staff wage is capped at \$26.68/hour for 2018
- ◆ Provide Stabilization funding to eligible licensed child care operators to meet their legal wage obligations
- ◆ Staff will collect, analyze and roll up statistics to the Ministry of Education

**Description of Program Resources:**

- ◆ Administration subsidy and expenses will be shown under Special Purpose Administration
- ◆ 2019 Full Time Staff = 3.50
- ◆ 2018 Full Time Staff = 3.50

**Performance Measurements:**

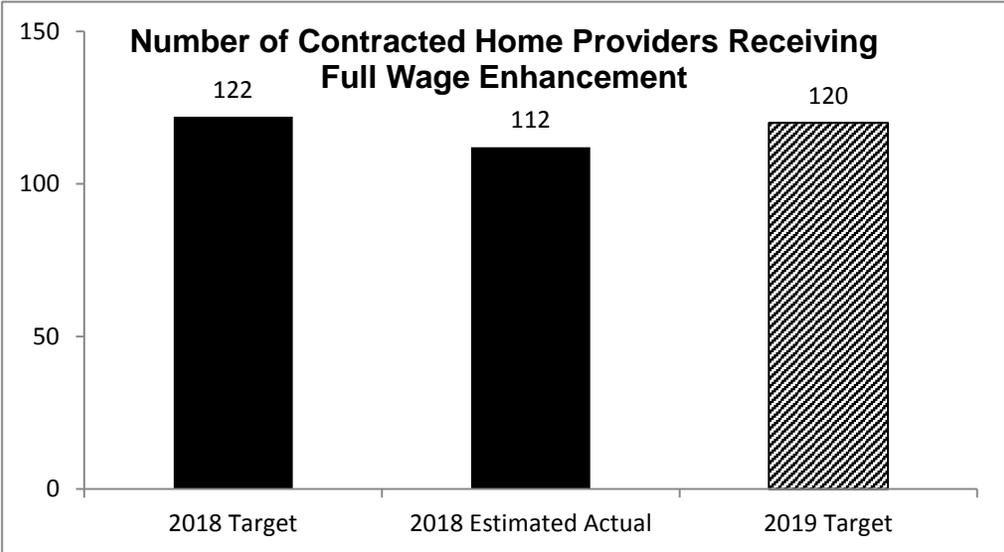
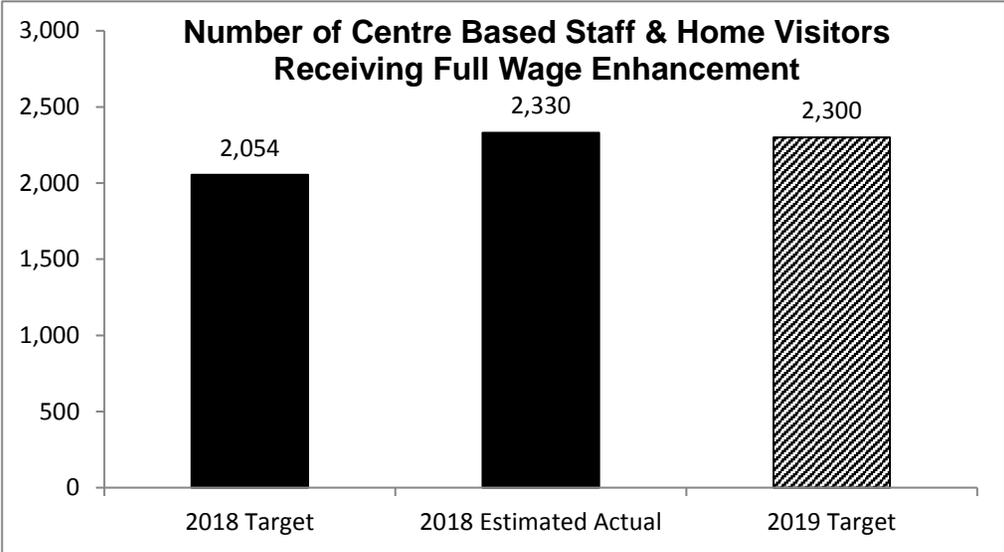
- ◆ Number of Centre Based Staff & Home Visitors receiving full wage enhancement
- ◆ Number of Contracted Home Providers receiving full wage enhancement



**2019 Program Detail**

**Social Services -  
Children's Services**

**Performance Data:**



**PROGRAM 10  
WAGE ENHANCEMENT**



**2019 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	197	378	390	-	390
Personnel Related	-	12	12	(3)	9
Communications	-	5	5	(3)	2
Supplies	-	5	5	(3)	2
Materials & Services	-	12	12	(3)	9
Contracted Services	12,441	12,903	12,903	(198)	12,705
<b>Operating Expenses Subtotal</b>	<b>12,638</b>	<b>13,315</b>	<b>13,327</b>	<b>(210)</b>	<b>13,117</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Children's Services Charge	264	66	66	198	264
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>264</b>	<b>66</b>	<b>66</b>	<b>198</b>	<b>264</b>
<b>Total Expenses</b>	<b>12,902</b>	<b>13,381</b>	<b>13,393</b>	<b>(12)</b>	<b>13,381</b>
<b>Revenues</b>					
Provincial Contribution - One Time	(2,057)	(2,635)	(2,635)	-	(2,635)
Provincial Subsidy	(10,845)	(10,746)	(10,746)	-	(10,746)
<b>Total Revenues</b>	<b>(12,902)</b>	<b>(13,381)</b>	<b>(13,381)</b>	<b>-</b>	<b>(13,381)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>(12)</b>	<b>-</b>

**PROGRAM 10  
WAGE ENHANCEMENT**



**2019 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Gross Operating Expenses</b>					
General	2,519	3,047	3,059	(12)	3,047
Wage Enhancement-Non Profit	5,725	4,898	4,898	-	4,898
Wage Enhancement-Commercial	4,658	5,435	5,435	-	5,435
<b>Gross Operating Expenses</b>	<b>12,902</b>	<b>13,380</b>	<b>13,392</b>	<b>(12)</b>	<b>13,380</b>
<b>Total Tangible Capital Assets</b>	-	-	-	-	-
<b>Revenues</b>					
General	(2,519)	(3,047)	(3,047)	-	(3,047)
Wage Enhancement-Non Profit	(5,725)	(4,898)	(4,898)	-	(4,898)
Wage Enhancement-Commercial	(4,658)	(5,435)	(5,435)	-	(5,435)
<b>Total Revenues</b>	<b>(12,902)</b>	<b>(13,380)</b>	<b>(13,380)</b>	<b>-</b>	<b>(13,380)</b>
<b>Net Program Expenses</b>	-	-	<b>12</b>	<b>(12)</b>	-



## 2019 Program Detail

## Social Services - Children's Services

### Purpose:

#### EarlyON Child and Family Centres:

- ◆ Beginning January 1, 2018, Children's Services became responsible for managing and providing Provincial funding to early years programs. Currently, Durham had two service providers managing EarlyON Child and Family Centres who will remain in place during 2019. These programs are 100% Provincially funded.

#### Data Analysis Coordinator:

- ◆ To support Early Years research, evaluation and information needs at the community, Regional and Provincial level
- ◆ To implement the Early Development Index (EDI) and Kindergarten Parent Survey (KPS) as required by the Ministry
- ◆ To collect, analyze and report on information relevant to the community and/or Early Years sector

#### Early Learning Planning:

- ◆ The Early Years Community Development funding is intended to support the work of Durham's Best Start Network. The Network meets on a quarterly basis to share information and to work on collaborative activities to support children and their families in Durham Region. Some of the funding is designated to support activities for Aboriginal children.

### Description of Program Activities:

#### EarlyON Child and Family Centres:

- ◆ Conduct assessments to determine community needs, identify prospective service locations, service providers and program offerings
- ◆ Develop local service system plans for child and family centres. Meet core services as outlined by the Ministry of Education guidelines
- ◆ Implement purchase of service agreements with the service providers to provide the EarlyON Child and Family Centre services

#### Data Analysis Coordinator:

- ◆ Develop and maintain an Early Years inventory validation process to assist with community planning
- ◆ Create a Casebook of Knowledge Mobilization and Exchange activities
- ◆ Participate in Durham's Best Start Network (BSN) and relevant sub-committees providing regular updates to the community regarding pertinent information

#### Early Learning Planning:

- ◆ Conduct and facilitate Best Start Network meetings with child care community participants to develop required plans. Circulate and distribute minutes and handouts.
- ◆ Develop and implement an Aboriginal Service Plan (Journey Together) based on the identified funding levels from the Ministry



**2019 Program Detail**

**Social Services -  
Children's Services**

**Description of Program Resources:**

**EarlyON Child and Family Centres:**

- ◆ In May 2018, the legislated Early Learning and Child Care Plan was presented to council and approved. The objectives in the plan regarding EarlyON Child and Family Centres will be implemented, reviewed and modified throughout 2019-2022
- ◆ Durham's allocation for 2019 is \$4,623,110 which includes funding the EarlyON Child and Family Centre Programs, Best Start Network, Journey Together and the Data Analysis Coordinator
- ◆ 2019 Full Time Staff = 3.50  
2018 Full Time Staff = 3.50

**Performance Measurements:**

**EarlyON Child and Family Centres:**

- ◆ In 2019, performance measures will be developed for the EarlyON Child and Family Centres program based on further guidelines provided by the Ministry of Education

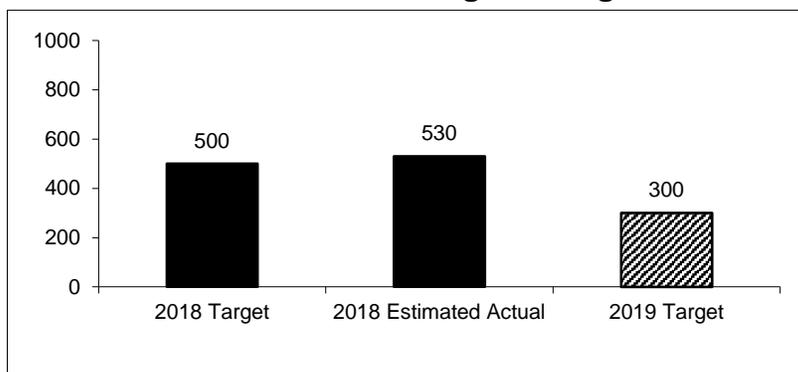
**Data Analysis Research:**

- ◆ Number of Professionals Attending Training Sessions

**Performance Data:**

**Data Analysis Research:**

**Number of Professionals Attending Training Sessions**



Note: Targets for 2019 are lower as there are no set EDI training events as in previous years.

**PROGRAM 11  
CHILD AND FAMILY SUPPORTS**



**2019 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	283	354	423	-	423
Communications	45	60	60	36	96
Supplies	4	20	20	5	25
Food	16	18	18	5	23
Materials & Services	42	36	35	14	49
Professional Services	-	1	3	1	4
Contracted Services	3,983	3,979	3,979	24	4,003
<b>Gross Operating Expenses</b>	<b>4,373</b>	<b>4,468</b>	<b>4,538</b>	<b>85</b>	<b>4,623</b>
<b>Tangible Capital Assets</b>					
New	6	6	-	-	-
<b>Total Tangible Capital Assets</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>4,379</b>	<b>4,474</b>	<b>4,538</b>	<b>85</b>	<b>4,623</b>
<b>Revenues</b>					
Provincial Subsidy	(4,379)	(4,474)	(4,474)	(149)	(4,623)
<b>Total Revenues</b>	<b>(4,379)</b>	<b>(4,474)</b>	<b>(4,474)</b>	<b>(149)</b>	<b>(4,623)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>64</b>	<b>(64)</b>	<b>-</b>

**PROGRAM 11  
CHILD AND FAMILY SUPPORTS**



**2019 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

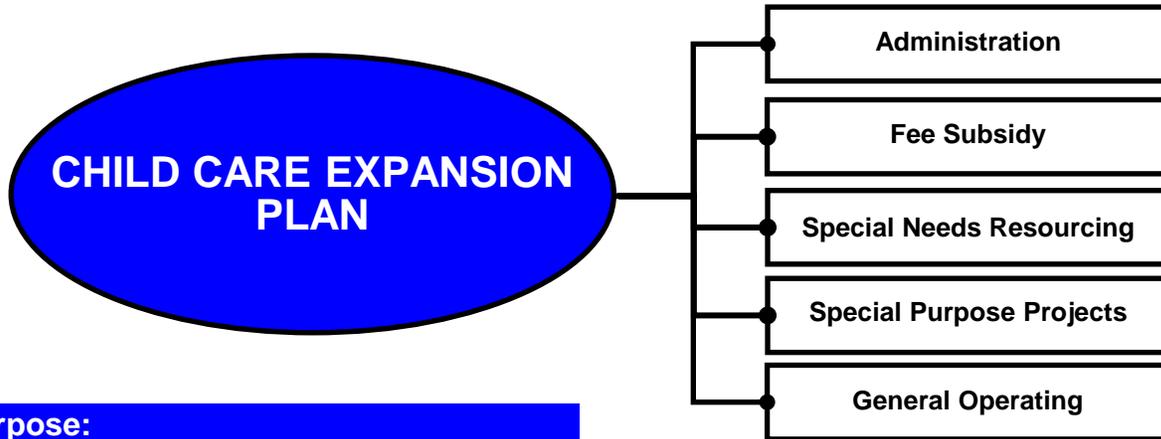
<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Gross Operating Expenses</b>					
General	486	569	639	99	738
EarlyOn Service Contracts	3,807	3,750	3,750	(103)	3,647
Early Childhood Planning	75	78	78	110	188
Health & Safety	-	11	11	(11)	-
Capacity Building	6	50	50	-	50
Play - Based	-	10	10	(10)	-
<b>Gross Operating Expenses</b>	<b>4,374</b>	<b>4,468</b>	<b>4,538</b>	<b>85</b>	<b>4,623</b>
<b>Tangible Capital Assets</b>					
General	6	6	-	-	-
<b>Total Tangible Capital Assets</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues</b>					
General	(492)	(575)	(575)	(163)	(738)
EarlyOn Service Contracts	(3,807)	(3,750)	(3,750)	103	(3,647)
Early Childhood Planning	(75)	(78)	(78)	(110)	(188)
Health & Safety	-	(11)	(11)	11	-
Capacity Building	(6)	(50)	(50)	-	(50)
Play - Based	-	(10)	(10)	10	-
<b>Total Revenues</b>	<b>(4,380)</b>	<b>(4,474)</b>	<b>(4,474)</b>	<b>(149)</b>	<b>(4,623)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>64</b>	<b>(64)</b>	<b>-</b>

# PROGRAM 12 CHILD CARE EXPANSION PLAN



## 2019 Program Detail

## Social Services - Children's Services



### Purpose:

- ◆ This is a new funding program beginning in 2017 as part of the Provincial initiative to create 100,000 child care spaces over the next five years
- ◆ The funding is to support children 0 - 3.8 years of age, with additional fee subsidies; and/or increased access to licensed child care. If CMSM's are unable to meet these priorities the funding may be used to reduce licensed child care fees.
- ◆ 10% of this funding may be used for Administration expenses; 4.1 % of the funding is to be used to support Special Needs Resourcing; and the Province has identified an amount for Capacity Building
- ◆ For 2017 the province assigned a target of 670 child care spaces

### Description of Program Activities:

- ◆ Provide fee subsidies for children under 3.8 years of age
- ◆ Provide General Operating funding for operators serving children 3.8 years of age and under
- ◆ Provide Special Needs Resourcing funding to the four approved SNR funded agencies to support children with special needs within licensed child care programs
- ◆ Provide one time funding supports for operators serving children 3.8 years and under
- ◆ Collect data and report to Ministry of Education

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 5.33      Position Transfers: 1 Program Manager to Core Administration; 1  
2018 Full Time Staff = 5.33      Accounting Clerk from Core Administration



**2019 Program Detail**

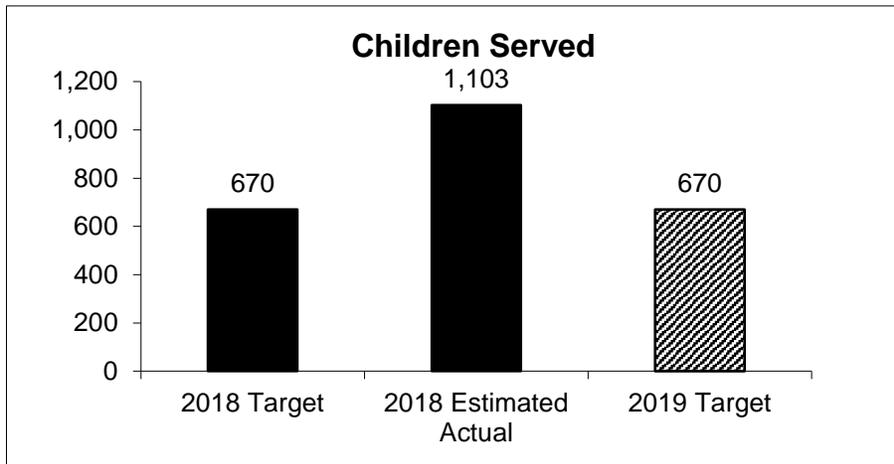
**Social Services -  
Children's Services**

**Performance Measurements:**

- ◆ Provincial target of number of children served

**Performance Data:**

**Provincial Target of Number of Children Served**



**PROGRAM 12  
CHILD CARE EXPANSION PLAN**



**2019 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	414	519	674	(121)	553
Personnel Related	-	5	5	-	5
Communications	18	20	20	(5)	15
Supplies	33	30	30	(5)	25
Professional Services	-	39	39	(20)	19
Contracted Services	9,839	10,820	7,995	(122)	7,873
<b>Operating Expenses Subtotal</b>	<b>10,304</b>	<b>11,433</b>	<b>8,763</b>	<b>(273)</b>	<b>8,490</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Health Charge	32	-	-	122	122
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>122</b>	<b>122</b>
<b>Gross Operating Expenses</b>	<b>10,336</b>	<b>11,433</b>	<b>8,763</b>	<b>(151)</b>	<b>8,612</b>
<b>Tangible Capital Assets</b>					
New	6	6	-	2	2
<b>Total Tangible Capital Assets</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>2</b>	<b>2</b>
<b>Total Expenses</b>	<b>10,342</b>	<b>11,439</b>	<b>8,763</b>	<b>(149)</b>	<b>8,614</b>
<b>Revenues</b>					
Provincial Contribution - One Time	-	(2,000)	-	-	-
Provincial Subsidy	(10,342)	(9,439)	(8,614)	-	(8,614)
<b>Total Revenues</b>	<b>(10,342)</b>	<b>(11,439)</b>	<b>(8,614)</b>	<b>-</b>	<b>(8,614)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>149</b>	<b>(149)</b>	<b>-</b>

**PROGRAM 12  
CHILD CARE EXPANSION PLAN**



**2019 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

**Detailed Cost of Program:**

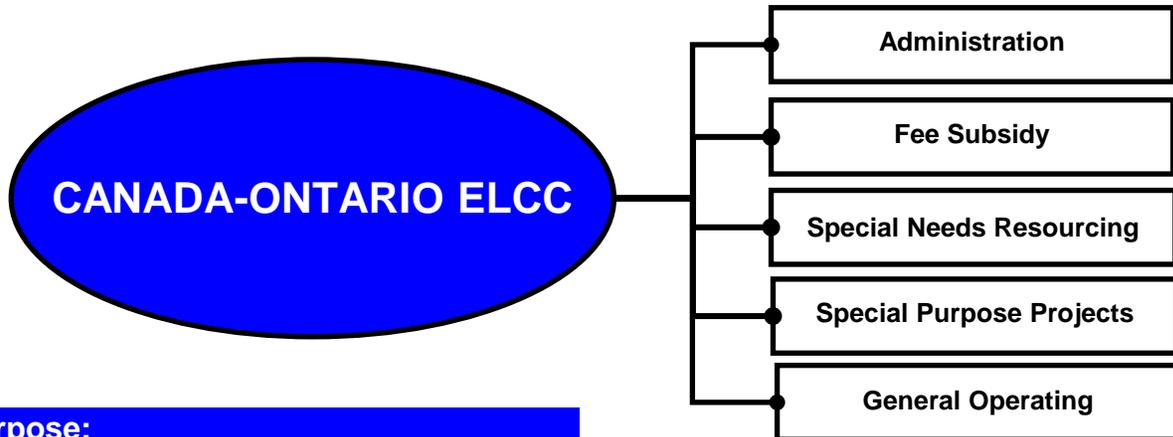
(\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Gross Operating Expenses</b>					
General	465	613	768	(151)	617
CC Expansion Fee Subsidy	5,065	3,623	3,623	-	3,623
ELCC PreSchool SNR Agencies	692	675	675	-	675
GOP Affordability - Commercial	-	520	-	-	-
GOP Affordability - Non Profit	-	1,480	-	-	-
Provider Transformation	31	114	114	-	114
Health & Safety	40	491	491	-	491
Capacity Building	88	82	82	-	82
Play - Based	83	58	58	-	58
Expansion Plan Capital Spaces	848	848	848	-	848
Gen Op Prgm Sub - Commercial	388	450	450	-	450
Gen Op Prgm Sub - NonProfit	2,636	2,480	1,655	-	1,655
<b>Gross Operating Expenses</b>	<b>10,336</b>	<b>11,434</b>	<b>8,764</b>	<b>(151)</b>	<b>8,613</b>
<b>Tangible Capital Assets</b>					
General	6	6	-	2	2
<b>Total Tangible Capital Assets</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>2</b>	<b>2</b>
<b>Revenues</b>					
General	(471)	(619)	(619)	-	(619)
CC Expansion Fee Subsidy	(5,065)	(3,623)	(3,623)	-	(3,623)
ELCC PreSchool SNR Agencies	(692)	(675)	(675)	-	(675)
GOP Affordability - Commercial	-	(520)	-	-	-
GOP Affordability - Non Profit	-	(1,480)	-	-	-
Provider Transformation	(31)	(114)	(114)	-	(114)
Health & Safety	(40)	(491)	(491)	-	(491)
Capacity Building	(88)	(82)	(82)	-	(82)
Play - Based	(83)	(58)	(58)	-	(58)
Expansion Plan Capital Spaces	(848)	(848)	(848)	-	(848)
Gen Op Prgm Sub - Commercial	(388)	(450)	(450)	-	(450)
Gen Op Prgm Sub - NonProfit	(2,636)	(2,480)	(1,655)	-	(1,655)
<b>Total Revenues</b>	<b>(10,342)</b>	<b>(11,440)</b>	<b>(8,615)</b>	<b>-</b>	<b>(8,615)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>149</b>	<b>(149)</b>	<b>-</b>

# PROGRAM 13 CANADA-ONTARIO EARLY LEARNING AND CHILD CARE



## 2019 Program Detail

## Social Services - Children's Services



### Purpose:

- ◆ This is a new funding program beginning in 2017 which supports a shared commitment by the Ontario and Federal governments to provide investments in early learning and child care (ELCC)
- ◆ The funding is intended to support access to non-profit licensed child care; this funding is enveloped and it must be tracked and reported on separately
- ◆ 10% of this funding may be used for Administration expenses; 4.1 % of the funding is to be used support Special Needs Resourcing program for children with special needs and the Province has identified an amount for Capacity Building
- ◆ A share of the funding has been allocated to support children 0 - 6 years of age; and also a share is to support children 0 - 12 years of age within the licensed child care sector

### Description of Program Activities:

- ◆ Provide fee subsidies for children 0 - 6 years and 0 - 12 years
- ◆ Provide General Operating funding for non-profit operators serving these age groups
- ◆ Provide Special Needs Resourcing funding to the four approved SNR funded agencies to support children with special needs in licensed child care programs
- ◆ Provide one time funding supports to non-profit operators serving children 0 - 12 years of age
- ◆ Collect data as required and report to Ministry of Education

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 3.00      Position Transfer: 1 Policy Analyst to Core Administration  
2018 Full Time Staff = 4.00

# PROGRAM 13 CANADA-ONTARIO EARLY LEARNING AND CHILD CARE



## 2019 Program Detail

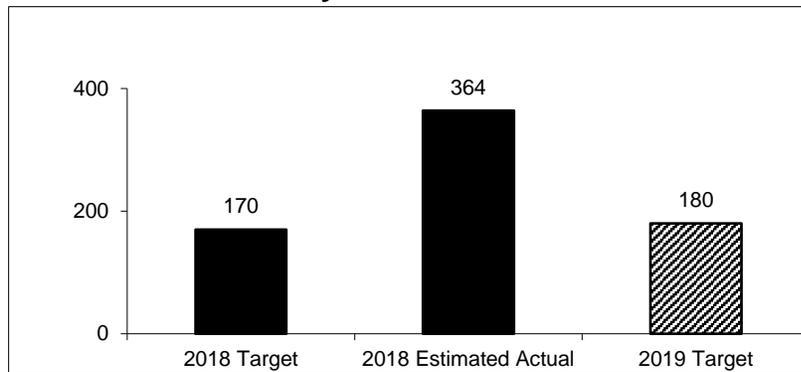
## Social Services - Children's Services

### Performance Measurements:

- ◆ Number of Fee Subsidy Children Served

### Performance Data:

#### Number of Fee Subsidy Children Served



**PROGRAM 13**  
**CANADA-ONTARIO EARLY LEARNING AND CHILD CARE**



**2019 Program Detail**

**Social Services -  
Children's Services**

**Summary by Expense Type**

**Detailed Cost of Program:**

(\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	619	306	428	(123)	305
Personnel Related	-	5	5	-	5
Supplies	13	38	38	8	46
Contracted Services	2,567	3,451	3,201	356	3,557
<b>Gross Operating Expenses</b>	<b>3,199</b>	<b>3,800</b>	<b>3,672</b>	<b>241</b>	<b>3,913</b>
<b>Tangible Capital Assets</b>					
New	7	7	-	-	-
<b>Total Tangible Capital Assets</b>	<b>7</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>3,206</b>	<b>3,807</b>	<b>3,672</b>	<b>241</b>	<b>3,913</b>
<b>Revenues</b>					
Provincial Contribution - One Time	-	(250)	-	(356)	(356)
Provincial Subsidy	(3,206)	(3,557)	(3,557)	-	(3,557)
<b>Total Revenues</b>	<b>(3,206)</b>	<b>(3,807)</b>	<b>(3,557)</b>	<b>(356)</b>	<b>(3,913)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>115</b>	<b>(115)</b>	<b>-</b>

**PROGRAM 13**  
**CANADA-ONTARIO EARLY LEARNING AND CHILD CARE**



**2019 Program Detail**

**Social Services -  
Children's Services**

**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Gross Operating Expenses</b>					
General	632	349	471	(115)	356
ELCC PreSchool SNR Agencies	355	157	157	-	157
ELCC Fee Subsidy 0 - 6 Years	1,768	1,917	1,667	356	2,023
ELCC Fee Subsidy 0 - 12 Years	-	80	80	-	80
Health & Safety	50	100	100	-	100
Capacity Building	51	47	47	-	47
Gen Op Prgm Sub - Commercial	83	50	50	-	50
Gen Op Prgm Sub - NonProfit	259	1,100	1,100	-	1,100
<b>Gross Operating Expenses</b>	<b>3,198</b>	<b>3,800</b>	<b>3,672</b>	<b>241</b>	<b>3,913</b>
<b>Tangible Capital Assets</b>					
General	7	7	-	-	-
<b>Total Tangible Capital Assets</b>	<b>7</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenues</b>					
General	(639)	(356)	(356)	-	(356)
ELCC PreSchool SNR Agencies	(355)	(157)	(157)	-	(157)
ELCC Fee Subsidy 0 - 6 Years	(1,768)	(1,917)	(1,667)	(356)	(2,023)
ELCC Fee Subsidy 0 - 12 Years	-	(80)	(80)	-	(80)
Health & Safety	(50)	(100)	(100)	-	(100)
Capacity Building	(51)	(47)	(47)	-	(47)
Gen Op Prgm Sub - Commercial	(83)	(50)	(50)	-	(50)
Gen Op Prgm Sub - NonProfit	(259)	(1,100)	(1,100)	-	(1,100)
<b>Total Revenues</b>	<b>(3,205)</b>	<b>(3,807)</b>	<b>(3,557)</b>	<b>(356)</b>	<b>(3,913)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>115</b>	<b>(115)</b>	<b>-</b>

**PROGRAM 14  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Social Services -  
Children's Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>
<b>Revenues</b>					

**PROGRAM 14  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Social Services -  
Children's Services**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Children's Services Share of Net Program Expenses</b>	<b>574</b>	<b>574</b>	<b>519</b>	<b>68</b>	<b>587</b>
<b>Less: Provincial Subsidy</b>	<b>(272)</b>	<b>(273)</b>	<b>(247)</b>	<b>(26)</b>	<b>(273)</b>
<b>Children's Services' Share of Program Expenses Net of Provincial Subsidy</b>	<b>302</b>	<b>301</b>	<b>272</b>	<b>42</b>	<b>314</b>

TANGIBLE CAPITAL ASSETS - NEW



2019 Business Plan

Social Services - Children's Services

Description		Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>				
			\$	\$
<u>Directly Operated Spaces - Program 2</u>				
1	Tablet Computers	2	1,500	3,000
2	Tablet Computers	1	1,500	1,500
				<b>4,500</b>
<u>Child Care Expansion Plan - Program 12</u>				
3	Tablet Computers	1	1,500	1,500
				<b>1,500</b>
				<b>6,000</b>

TANGIBLE CAPITAL ASSETS - REPLACEMENT



2019 Program Detail

Social Services - Children's Services

Description		Qty	Unit Cost	Total
Dept ID			\$	\$
<b>BUILDING</b>				
<u>Directly Operated Spaces - Program 2</u>				
<u>Facilities Mgmt - Pickering</u>				
1	Rooftop Air Conditioning Unit			
		3000524010	1	59,000
				59,000
<b>MACHINERY &amp; EQUIPMENT</b>				
<u>Directly Operated Spaces - Program 2</u>				
<u>Edna Thomson</u>				
2	Furniture			
		300200001	1	4,913
				4,913
<u>Clara Hughes</u>				
3	Furniture			
		3001200001	1	6,038
				6,038
<u>Lakewoods</u>				
4	Furniture			
		3001300001	1	4,913
				4,913
<u>Pickering</u>				
5	Furniture			
		3002100001	1	4,913
				4,913
<u>Ajax</u>				
6	Furniture			
		3002200001	1	4,913
				4,913
<u>Whitby</u>				
7	Furniture			
		3002300001	1	4,913
				4,913
<u>Sunderland</u>				
8	Furniture			
		3002400001	1	3,125
				3,125
				<u>33,728</u>
<u>Core Administration - Program 8</u>				
9	Laptop Computers			
		3000100001	2	1,500
				3,000
10	Tablets			
		3000100001	5	1,500
				7,500
				<u>10,500</u>
				<u>103,228</u>

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2. Employee Assistance Program (EAP) .....	577
3. Adult Community Support Services .....	582
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2019 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

- ◆ Provide education and counselling to individuals who are mandated by the court to participate, in response to a criminal charge involving domestic violence against a current or former partner.



**2019 Business Plan**

**Social Services - Family Services**

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

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

## PROGRAM SUMMARY



### 2019 Business Plan

### Social Services - Family Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Core Community Services	4,528	4,866	4,989	(185)	4,804
2 Employee Assistance Program (EAP)	120	178	184	(6)	178
3 Adult Community Support Services	555	674	660	-	660
4 Partner Assault Response (PAR)	534	509	519	(10)	509
5 Facilities Management	282	231	265	-	265
6 Headquarters Shared Cost	335	335	303	39	342
<b>Operating Subtotal</b>	<b>6,354</b>	<b>6,793</b>	<b>6,920</b>	<b>(162)</b>	<b>6,758</b>
<b>Tangible Capital Assets:</b>					
New	-	-	-	34	34
Replacement	10	10	10	100	110
Contribution from Reserve / Reserve Fund		-		(100)	(100)
<b>Tangible Capital Assets Subtotal</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>34</b>	<b>44</b>
<b>Total Program Expenses</b>	<b>6,364</b>	<b>6,803</b>	<b>6,930</b>	<b>(128)</b>	<b>6,802</b>
<b>Revenue Programs</b>					
1 Core Community Services	(93)	(193)	(193)	(4)	(197)
2 Employee Assistance Program (EAP)	(120)	(178)	(178)	-	(178)
3 Adult Community Support Services	(555)	(549)	(549)	(50)	(599)
4 Partner Assault Response (PAR)	(534)	(509)	(509)	-	(509)
<b>Total Revenue Expenses</b>	<b>(1,302)</b>	<b>(1,429)</b>	<b>(1,429)</b>	<b>(54)</b>	<b>(1,483)</b>
<b>Net Program Expenses</b>	<b>5,062</b>	<b>5,374</b>	<b>5,501</b>	<b>(182)</b>	<b>5,319</b>

Summary of Increase (Decrease)

\$127	2.36%	(\$55)
2.36%	-1.02%	-1.02%



**2019 Business Plan**

**Social Services - Family Services**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	151	Economic increases
Salaries & Benefits	57	Annualization - 2 positions
Salaries & Benefits	(83)	Remove one-time temporary staffing
Operating Expenses	34	Inflationary increases
Operating Expenses	(32)	Headquarter shared cost
	<u>127</u>	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Social Services - Family Services

(\$,000's)

### Core Community Services

♦ New Position: 1 Family Counsellor 2, effective January 1, 2019, to continue to support the Primary Care Outreach Program (PCOP) in partnership with the Health Department - Paramedic Services.	125
♦ Allocation of Family Counsellor 2 position to Primary Care Outreach Program in Paramedic Services.	(125)
♦ Increase to provision for staffing vacancies to account for ongoing and anticipated recruitment delays due to requirements related to positions requiring specific experience in clinical counselling, etc.	(200)
♦ Adjustment to Purchased Service to better reflect actual expenditures and forecasted requirements.	15
♦ Increase in Family Services Fee revenue due to increase File Disclosure - Client Request fee (\$10 to \$25 effective April 1, 2019).	(4)
	(189)

### Employee Assistance Program

♦ Decrease to Temporary staffing costs to reflect program funding of 100% Provincial Subsidy.	(6)
	(6)

### Adult Community Support Services

♦ Increase to Provincial Subsidy.	(50)
	(50)

### Partner Assault Response (PAR)

♦ Decrease to Office Supplies (-\$4K) and Purchased Services (-\$6K) to reflect program funding of 100% Provincial Subsidy.	(10)
	(10)

### Headquarters Shared Cost

♦ Family Services' share of costs related to the operation and maintenance of Regional Headquarters.	39
	39

### Tangible Capital Assets

#### New

♦ iPads (\$9k); Workstation (\$5k); Furniture for reconfiguration (\$20k).	34
	34

#### Replacement

♦ Telecommunications Network Upgrades - 339 Westney Ave., Ajax.	100
♦ Contribution From Reserve/Reserve Fund to fund Telecommunications Network Upgrade	(100)
	-

Subtotal 34

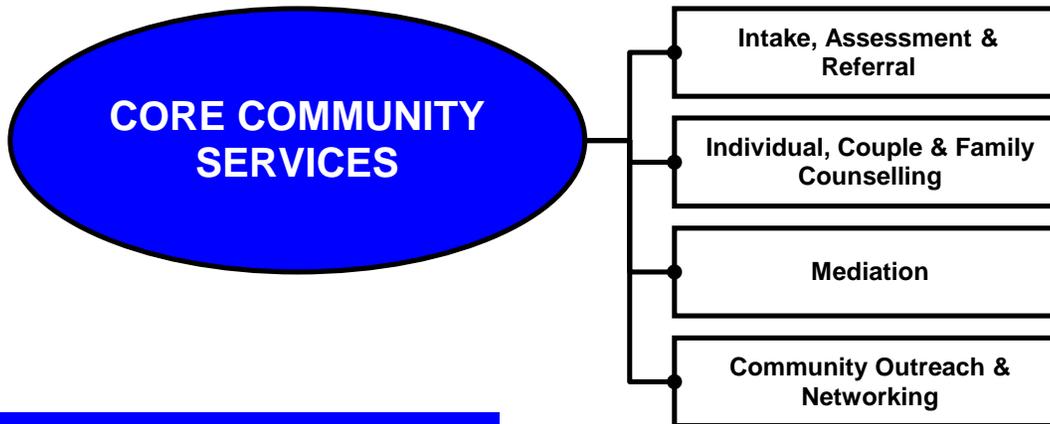
**Total Program Changes (182)**

# PROGRAM 1 CORE COMMUNITY SERVICES



## 2019 Program Detail

## Social Services - Family Services



### Purpose:

- ◆ To provide the residents of Durham with professional counselling and other support services that enhance their quality of life and work life balance.

### Description of Program Activities:

- ◆ Individuals requesting service are screened for appropriateness by intake. During the intake call, staff will screen for risk and safety issues and identify priority of service. Individuals identified as needing priority service due to crisis, abuse, or other issues will receive service as soon as possible.
- ◆ Family counsellors assess and provide direct counselling services to individuals and families in need of support around such issues as: depression, anxiety, grief/loss, trauma, parenting, couple/marital relationship challenges, separation and divorce, stress, adjustment difficulties, etc.
- ◆ Services are provided to individuals, couples, families and groups by qualified counsellors who have a Masters Degree in Social Work or equivalent qualifications. Fees are determined using a sliding scale that is based on family income. However, no one is denied service due to inability to pay.
- ◆ Quality assurance is measured through ISO 9001:2008 Certification. Family Services is accredited by the Canadian Centre for Accreditation (CCA).
- ◆ Individuals who are experiencing intimate partner abuse and other forms of domestic violence are given priority service.
- ◆ Family Services continues to provide short-term individual and/or group counselling, peer support, and referrals to other community support services for male survivors of childhood sexual abuse through a special Ministry of Attorney General (MAG) contract with Peel Family Services. Support services may be extended to family members of these survivors. Services are tailored to clients' needs.
- ◆ Family Services provides services to Veterans, as well as First Nations and Inuit people, through contracts with offices of the Federal Government (Veterans Affairs Canada and Health Canada). Services are also provided to children through the Internet Child Exploitation (ICE) program, funded by the Ministry of the Attorney General.
- ◆ Family Services staff also provide on-site counselling services at the Region's Income and Employment Support Division (IESD) sites (Whitby, South Oshawa, John Street Resource Centre, Ajax), in addition to having an independent Family Services office at the Uxbridge IESD location. IESD clients represent 42 per cent of the on-site services provided by Family Services.



**2019 Program Detail**

**Social Services - Family  
Services**

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

- ◆ Family Services works with other Regional departments (e.g. Health, Police), service providers (e.g. Children's Aid Society, shelters, schools) and existing networks in the community (e.g. Durham's Best Start Network, Durham's Children and Youth Planning Network, Durham Region Intimate-Relationship Violence Empowerment Network (DRIVEN), Violence Prevention Coordinating Council (VPCC) of Durham) to assist clients in accessing other services and to advocate for changes to existing and/or new services for individuals in Durham Region.
- ◆ Service levels are based on the number of direct/indirect counselling/service hours provided to the community. The agency uses a short-term intervention model.
- ◆ Family Services uses an outcomes measurement tool to help identify individual functioning, interpersonal relationships, social role performance, and the therapist-client alliance as it relates to the client's treatment goals.
- ◆ Family Services will continue to monitor Client Satisfaction through a questionnaire that is distributed to all clients receiving service at the conclusion of their counselling sessions. Client responses are tabulated annually.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 45.01      New Position: 1.00 Family Counsellor 2  
2018 Full Time Staff = 44.01

**Performance Measurements:**

- ◆ Number of direct counselling sessions
- ◆ Average weekly direct counselling service hours per counsellor
- ◆ Level of client satisfaction

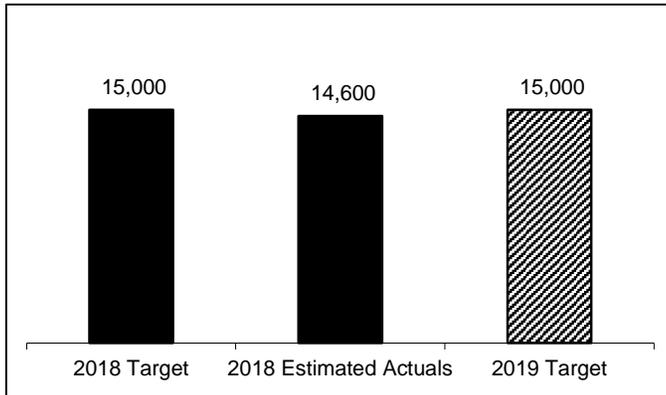


**2019 Program Detail**

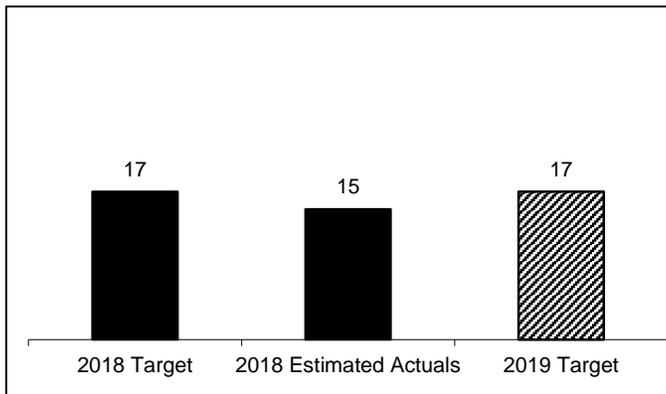
**Social Services - Family Services**

**Performance Data:**

**Number of Direct Counselling Sessions**



**Average Weekly Direct Counselling Service Hours per Counsellor**



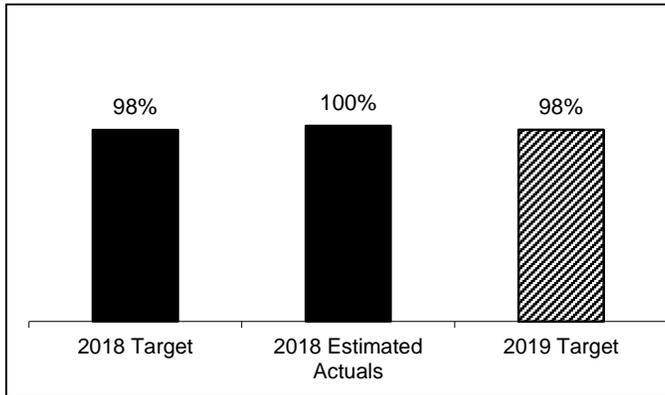


**2019 Program Detail**

**Social Services - Family Services**

**Performance Data (continued):**

**Level of Client Satisfaction**



**PROGRAM 1  
CORE COMMUNITY SERVICES**



**2019 Program Detail**

**Social Services - Family Services**

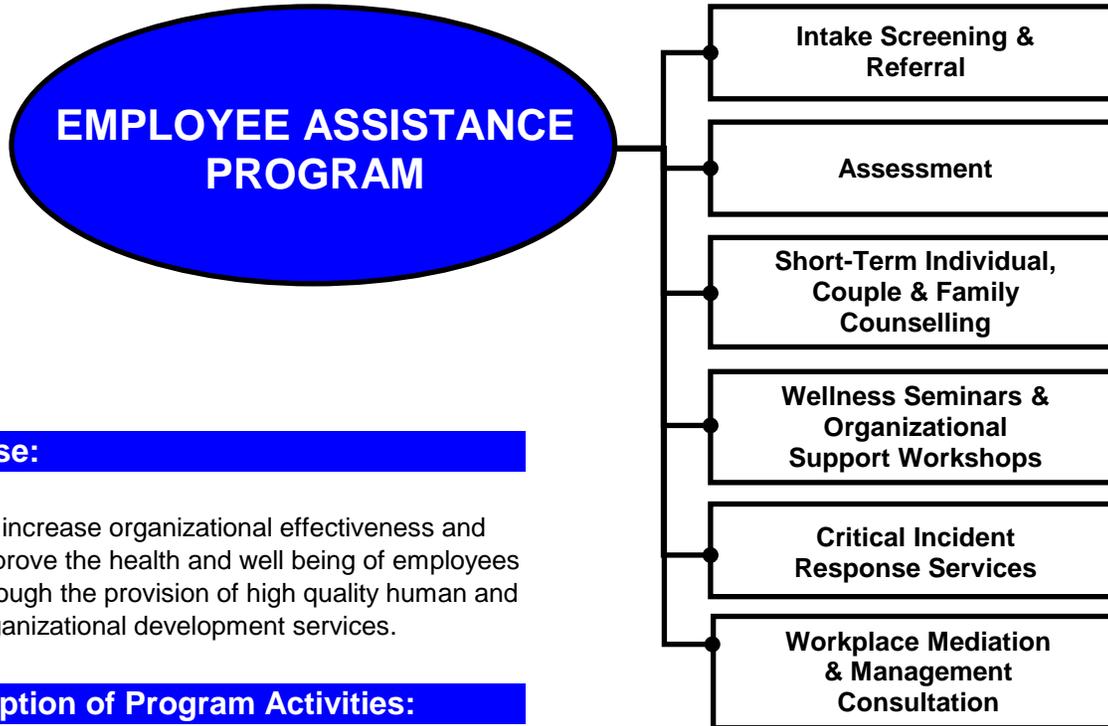
Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	4,457	4,822	4,945	(75)	4,870
Personnel Related	85	97	96	-	96
Communications	52	41	42	-	42
Supplies	47	31	31	-	31
Computer Maintenance & Operations	12	12	12	-	12
Materials & Services	35	21	21	15	36
Equipment Maintenance & Repairs	3	6	6	-	6
Professional Services	28	27	27	-	27
Financial Expenses	1	1	1	-	1
<b>Operating Expenses Subtotal</b>	<b>4,720</b>	<b>5,058</b>	<b>5,181</b>	<b>(60)</b>	<b>5,121</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Social Assistance	(192)	(192)	(192)	-	(192)
Recovery - Paramedic Services	-	-	-	(125)	(125)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(192)</b>	<b>(192)</b>	<b>(192)</b>	<b>(125)</b>	<b>(317)</b>
<b>Gross Operating Expenses</b>	<b>4,528</b>	<b>4,866</b>	<b>4,989</b>	<b>(185)</b>	<b>4,804</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	34	34
Replacement	10	10	10	-	10
<b>Total Tangible Capital Assets</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>34</b>	<b>44</b>
<b>Total Expenses</b>	<b>4,538</b>	<b>4,876</b>	<b>4,999</b>	<b>(151)</b>	<b>4,848</b>
<b>Revenues</b>					
Fees & Service Charges	(93)	(193)	(193)	(4)	(197)
<b>Total Revenues</b>	<b>(93)</b>	<b>(193)</b>	<b>(193)</b>	<b>(4)</b>	<b>(197)</b>
<b>Net Program Expenses</b>	<b>4,445</b>	<b>4,683</b>	<b>4,806</b>	<b>(155)</b>	<b>4,651</b>

## PROGRAM 2 EMPLOYEE ASSISTANCE PROGRAM



### 2019 Program Detail

### Social Services - Family Services



#### Purpose:

- ◆ To increase organizational effectiveness and improve the health and well being of employees through the provision of high quality human and organizational development services.

#### Description of Program Activities:

- ◆ Employees receive an immediate response to their request for service with an appointment for counselling offered within four business days. There are no waiting lists for service. The counselling model is short-term.
- ◆ Contract management provided to master contracts includes: distribution of educational and promotional materials; wellness and organizational development seminars; quarterly reports on aggregate data and employee utilization; and, trends/themes of presenting problems.
- ◆ Family Services Employee Assistance Program (FSEAP) National membership requires that Family Services Durham (FSD): respond to all EAP business opportunities in the agency's geographic region; undertake marketing on behalf of FSEAP at trade fairs and other events; monitor service provision to FSEAP National contracts; and, bid cooperatively on behalf of the FSEAP National network.
- ◆ FSEAP Employers receiving support: Auto Credit Union Workers, Bethesda House, Central Lake Ontario Conservation Authority, Denise House, Durham Region Non-Profit Housing, Municipality of Clarington, Oshawa Public Utilities Commission, Durham Region Transit, Regional Municipality of Durham, Township of Scugog, Town of Whitby, Township of Uxbridge and Whitby Public Library.
- ◆ Workplace mediation and management consultation/supports are provided to Human Resource staff, Health & Safety Committee members, Benefits Managers/Referral Agents, and Union representatives.
- ◆ Client satisfaction is determined through questionnaires with follow-up on complaints in accordance with FSEAP National requirements.
- ◆ Quality assurance is measured through ISO 9001:2015 Certification. Family Services is accredited by the Canadian Centre for Accreditation (CCA).
- ◆ Critical Incident Response Services are provided to employees affected by traumatic and tragic incidents at work such as workplace accidents, death and/or loss of a colleague.
- ◆ Service is available 24 hours a day in both official languages, consistent with FSEAP National requirements.



**2019 Program Detail**

**Social Services - Family Services**

**Description of Program Resources:**

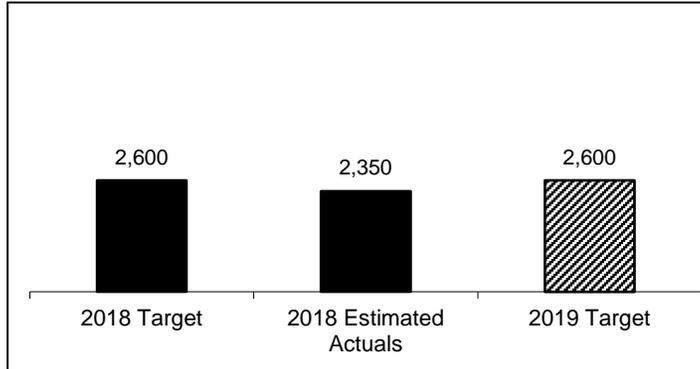
- ◆ 2019 Full Time Staff = 2.50
- 2018 Full Time Staff = 2.50

**Performance Measurements:**

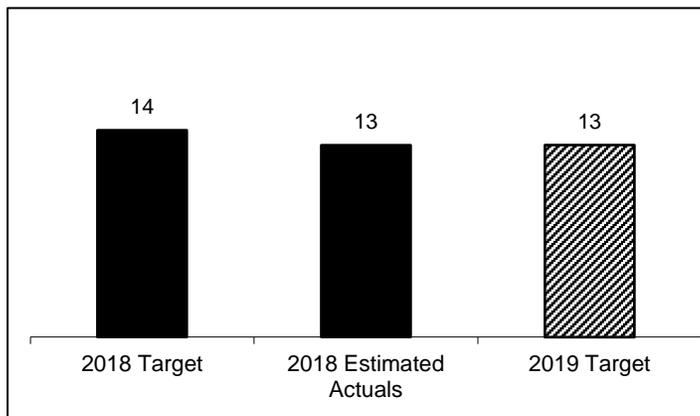
- ◆ Number of direct counselling service hours
- ◆ Number of employer contracts
- ◆ Number of employer consultations (including workplace mediation)
- ◆ Number of wellness sessions, presentations and/or organizational development seminars
- ◆ Level of client satisfaction

**Performance Data:**

**Number of Direct Counselling Service Hours**



**Number of Employer Contracts**



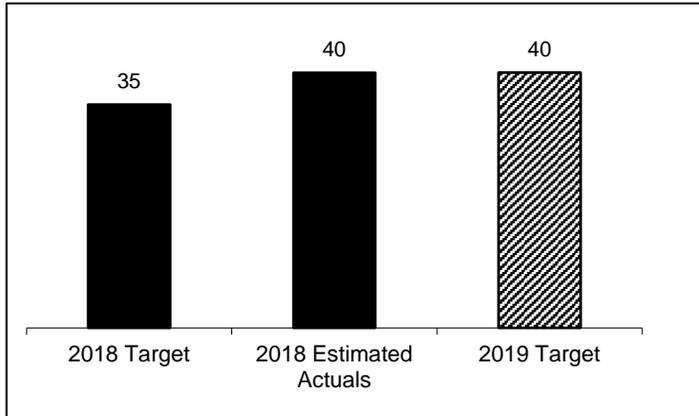


**2019 Program Detail**

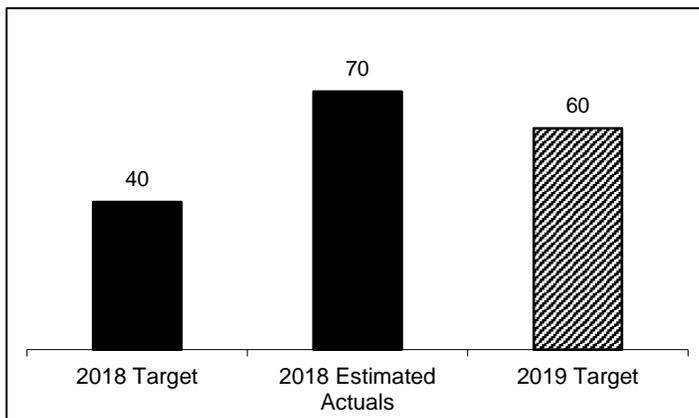
**Social Services - Family Services**

**Performance Data (continued):**

**Number of Employer Consultations (Including Workplace Mediation)**



**Number of Wellness Sessions, Presentations and Organizational Development Seminars**



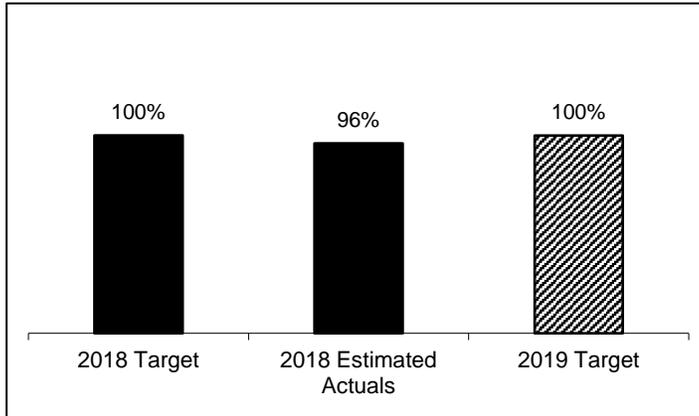


**2019 Program Detail**

**Social Services - Family Services**

**Performance Data (continued):**

**Level of Client Satisfaction**



Client Satisfaction results for EAP counselling clients. For those that completed the survey.

**PROGRAM 2  
EMPLOYEE ASSISTANCE PROGRAM**



**2019 Program Detail**

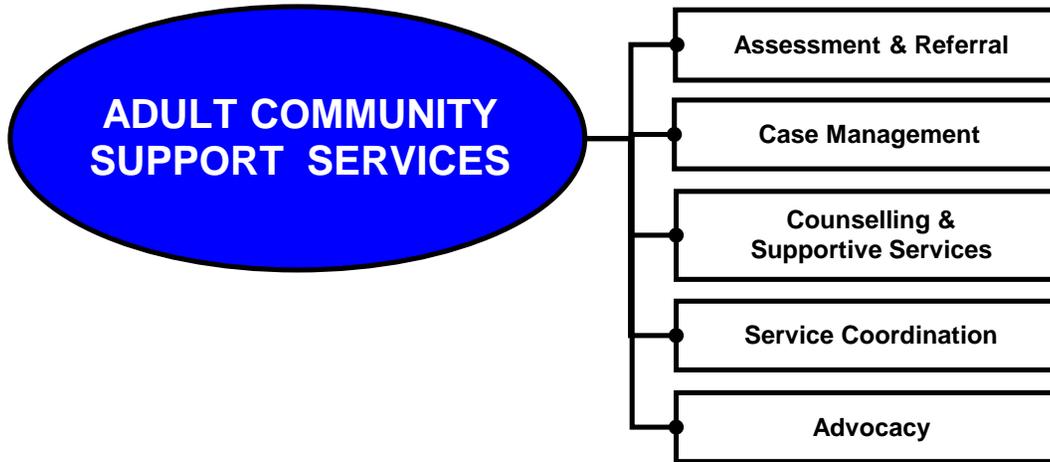
**Social Services - Family  
Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	310	356	362	(6)	356
Personnel Related	-	7	7	-	7
Communications	1	5	5	-	5
Supplies	2	3	3	-	3
Materials & Services	-	2	2	-	2
Professional Services	22	20	20	-	20
<b>Operating Expenses Subtotal</b>	<b>335</b>	<b>393</b>	<b>399</b>	<b>(6)</b>	<b>393</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Corporate HR	(215)	(215)	(215)	-	(215)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(215)</b>	<b>(215)</b>	<b>(215)</b>	<b>-</b>	<b>(215)</b>
<b>Total Expenses</b>	<b>120</b>	<b>178</b>	<b>184</b>	<b>(6)</b>	<b>178</b>
<b>Revenues</b>					
Fees & Service Charges	(100)	(158)	(158)	-	(158)
Fees - Transit	(20)	(20)	(20)	-	(20)
<b>Total Revenues</b>	<b>(120)</b>	<b>(178)</b>	<b>(178)</b>	<b>-</b>	<b>(178)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>6</b>	<b>(6)</b>	<b>-</b>



2019 Program Detail

Social Services - Family Services



**Purpose:**

- ◆ To provide services and supports to adults with a developmental disability and their families consistent with the Ministry of Children, Community and Social Services (MCCSS) requirements for this program. Services and supports provided include assisting adults with developmental disabilities to live, work and participate in community activities independently and safely with improved quality of life.

**Description of Program Activities:**

- ◆ **Assessment & Referral:** To identify an individual's needs and refer them to community resources as appropriate, e.g. employment, medical, social, vocational, psychological or academic assessment to aid in planning for individual clients (current, future).
- ◆ **Case Management:** To facilitate continuity and coordination of services providing follow-up and information about service availability.
- ◆ **Counselling & Supportive Services:** To assist an individual client work through personal problems. Where intensive or prolonged counselling is required, a referral will be made to existing community services.
- ◆ **Service Coordination:** To coordinate services and supports from community agencies as required/appropriate and to manage implementation of new initiatives for the Durham community as per MCCSS requirements.
- ◆ **Advocacy:** To work with community agencies and services on an individual client's behalf, so that the client's rights are acknowledged and they benefit from available services.
- ◆ The Adult Community Support Services Program is evaluated by community agencies and MCCSS, following Provincial guidelines, standards and procedures.
- ◆ The Adult Community Support Services Program provides quarterly reports to the Ministry on the costs and number of clients served. Program statistics tracked include: levels of case intensity/support required e.g. comprehensive (high); supported independence (moderate).
- ◆ The province-wide MCCSS Developmental Services Consolidated Information System (DSCIS) has facilitated the program's secure acceptance of referrals from Developmental Services Ontario and supports the process of connecting individuals to MCCSS-funded developmental services and supports.

**PROGRAM 3  
ADULT COMMUNITY SUPPORT SERVICES**



**2019 Program Detail**

**Social Services - Family Services**

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

- ◆ Additional Provincial funding from MCCSS for the Adult Community Support Services program has increased the staffing complement by two (2) Adult Community Support Services Workers supporting the demand for general case management services to people with a developmental disability living in Durham (Report #2018-COW-69).

**Description of Program Resources:**

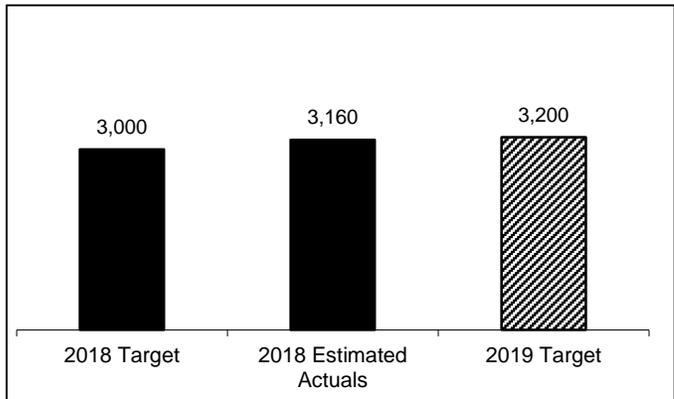
- ◆ 2019 Full Time Staff = 6.75  
2018 Full Time Staff = 6.75      Restated

**Performance Measurements:**

- ◆ Number of direct client service hours
- ◆ Number of clients served

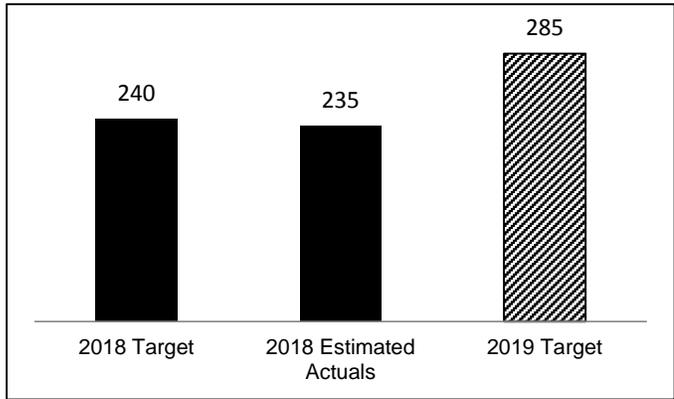
**Performance Data:**

**Number of Direct Client Service Hours**



The number of direct client service hours is consistent with the number of FTEs funded by MCSS.

**Number of Clients Served**



**Note:** Increased clients served achieved through additional ACSS staff complement.

**PROGRAM 3  
ADULT COMMUNITY SUPPORT SERVICES**



**2019 Program Detail**

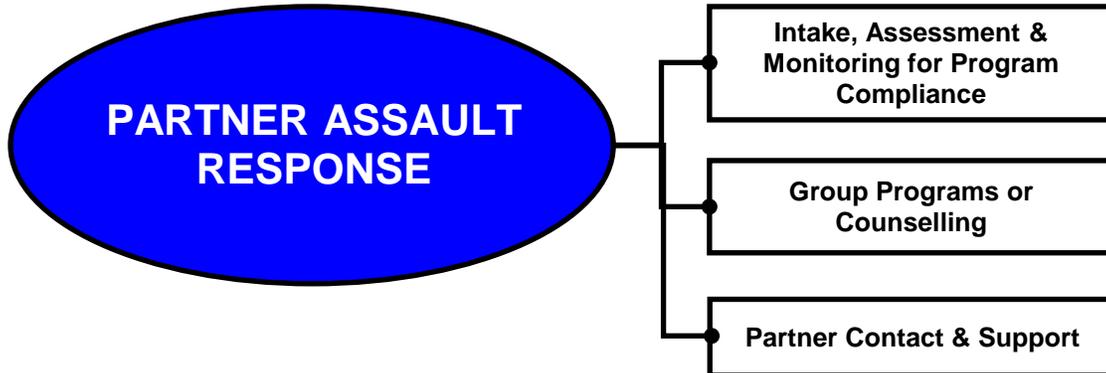
**Social Services - Family Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	541	662	648	-	648
Personnel Related	12	11	11	-	11
Supplies	1	-	-	-	-
Professional Services	1	1	1	-	1
<b>Total Expenses</b>	<b>555</b>	<b>674</b>	<b>660</b>	<b>-</b>	<b>660</b>
<b>Revenues</b>					
Provincial Subsidy	(555)	(549)	(549)	(50)	(599)
<b>Total Revenues</b>	<b>(555)</b>	<b>(549)</b>	<b>(549)</b>	<b>(50)</b>	<b>(599)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>125</b>	<b>111</b>	<b>(50)</b>	<b>61</b>



**2019 Program Detail**

**Social Services - Family  
Services**



**Purpose:**

The Partner Assault Response (PAR) Program is 100% funded by the Ministry of the Attorney General's (MAG) Ontario Victim Services and client fees. It provides 12-session group programs for up to 590 referrals of men and women who have been mandated by the court to attend the program in response to a criminal charge involving domestic violence. Program services are delivered in accordance with the Partner Assault Response (PAR) Program Standards, provided by MAG. The program is audited by MAG. The objectives of the program are to:

- ◆ Increase clients' understanding of: (1) domestic violence and abuse and (2) non-violent strategies and skills to engage in healthy relationships.
- ◆ Reduce clients' likelihood of reoffending by increasing their self-awareness of personal attitudes and beliefs/triggers/warning signs that contribute to violent and abusive behaviour.
- ◆ Assist victims/partners by reducing isolation and helping them to make informed decisions about the future of their relationship or contact with the client.
- ◆ Collaborate with MAG, the Crown's Office, Probation and Parole, Police Services and other service providers.

**Description of Program Activities:**

- ◆ Review all referrals from the Crown's Office and Probation and Parole to assess individual's suitability for the program.
- ◆ Provide men and women's groups each week at day and evening times. In some instances, the individual delivery of the program may be assessed to be a more appropriate method of intervention than group participation.
- ◆ Provide confidential outreach/follow-up to victims/partners of clients to provide safety planning, support and referrals to community resources.
- ◆ Monitor clients' compliance with program requirements and complete final reports that evaluate clients' success in meeting program goals for Probation and Parole or the Court.
- ◆ Provide community education on domestic assault and prevention activities; work with community to establish practices that contribute to the safety of women and men in Durham Region.
- ◆ Promote community actions that assist justice authorities in addressing intimate partner violence.



**2019 Program Detail**

**Social Services - Family Services**

**Description of Program Resources:**

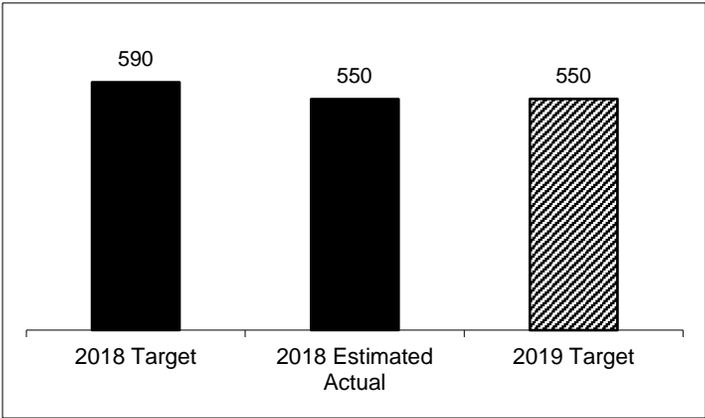
- ◆ 2019 Full Time Staff = 3.30
- 2018 Full Time Staff = 3.30

**Performance Measurements:**

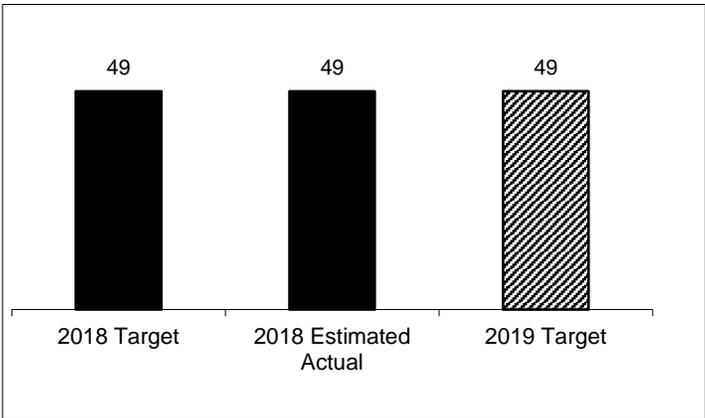
- ◆ Number of individuals referred to Program
- ◆ Number of 12-session groups offered per year

**Performance Data:**

**Number of Individuals Referred to Program**



**Number of 12-Session Groups Offered Per Year**



**PROGRAM 4  
PARTNER ASSAULT RESPONSE**



**2019 Program Detail**

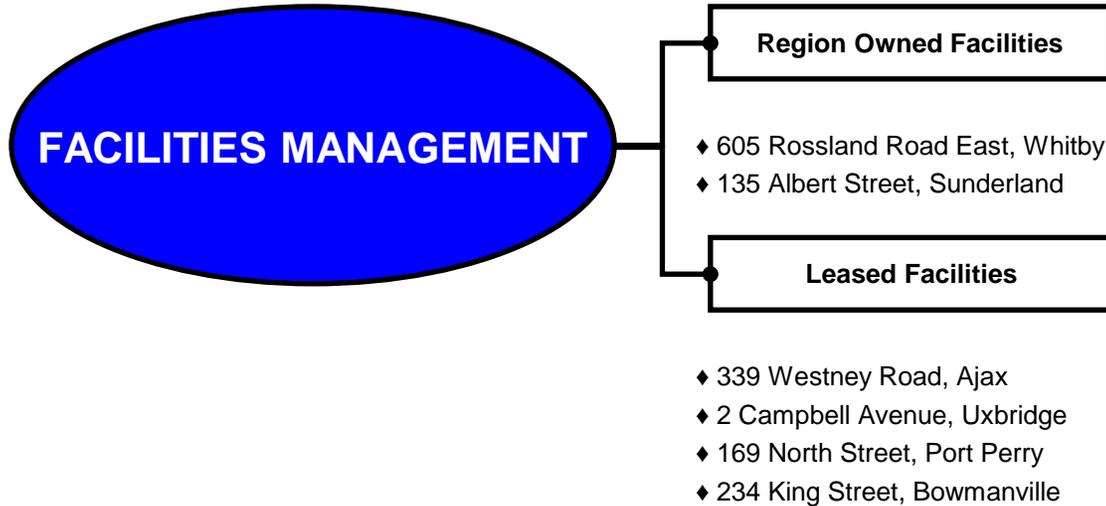
**Social Services - Family  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	343	344	354	-	354
Communications	4	1	1	-	1
Supplies	-	4	4	(4)	-
Materials & Services	10	7	7	(6)	1
Professional Services	177	153	153	-	153
<b>Total Expenses</b>	<b>534</b>	<b>509</b>	<b>519</b>	<b>(10)</b>	<b>509</b>
<b>Revenues</b>					
Provincial Subsidy	(465)	(464)	(464)	-	(464)
Fees & Service Charges	(69)	(45)	(45)	-	(45)
<b>Total Revenues</b>	<b>(534)</b>	<b>(509)</b>	<b>(509)</b>	<b>-</b>	<b>(509)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>(10)</b>	<b>-</b>



**2019 Program Detail**

**Social Services - Family  
Services**



**Purpose:**

- ◆ To provide a safe, comfortable work environment for Family Services staff and clients.

**Description of Program Activities:**

- ◆ Building and grounds maintenance staff continually inspect the perimeter and interior for deterioration in the structure and make all the necessary repairs.
- ◆ HVAC equipment is updated on an ongoing basis as outdated components are continually repaired or replaced.
- ◆ Janitorial and custodial staff create a clean and tidy environment for staff to work. This service is monitored and is frequently assessed as to its efficiency.
- ◆ Facilities services are currently provided to the above locations.

**Description of Program Resources:**

- ◆ Comply with all building code standards.
- ◆ Monitoring of costs.
- ◆ Monitoring and/or investigating of all requests/complaints.
- ◆ Compiling statistical information for evaluation.

**Performance Measurements:**

- ◆ Cost per square foot.

**PROGRAM 5  
FACILITIES MANAGEMENT**



**2019 Program Detail**

**Social Services - Family  
Services**

**Performance Data:**

**Total Office Area Utilized**

	<b>2018</b>	<b>2019</b>
Ajax Site*	3,638	3,638
Uxbridge Site*	1,170	1,170
Port Perry Site*	500	500
Bowmanville Site*	1,940	1,940
Sunderland Site	460	460
<b>Total Office Area Utilized (Excluding Headquarters)</b>	<b>7,708</b>	<b>7,708</b>

\*This is rental space and requires constant negotiation / contact with owners.

**Cost per Square Foot of Office Area Utilized**

	<b>2018 Estimated Actuals</b>	<b>2018 Target</b>	<b>2019 Target</b>
Ajax Site	\$31	\$29	\$31
Uxbridge Site	\$33	\$33	\$33
Port Perry Site	\$42	\$39	\$39
Bowmanville Site	\$30	\$28	\$30
Sunderland Site	\$111	\$28	\$78
<b>Total Cost per Office Area Utilized (Excluding Headquarters Shared Facility Cost)</b>	<b>\$37</b>	<b>\$30</b>	<b>\$34</b>

**PROGRAM 5  
FACILITIES MANAGEMENT**



**2019 Program Detail**

**Social Services - Family  
Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Materials & Services	4	2	2	-	2
Buildings & Grounds Operations	62	19	40	-	40
Equipment Maintenance & Repairs	1	1	1	-	1
Contracted Services	23	19	32	-	32
Leased Facilities Expenses	174	172	172	-	172
Insurance	4	4	4	-	4
<b>Operating Expenses Subtotal</b>	<b>268</b>	<b>217</b>	<b>251</b>	<b>-</b>	<b>251</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works-Facilities Management Charge	14	14	14	-	14
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>-</b>	<b>14</b>
<b>Gross Operating Expenses</b>	<b>282</b>	<b>231</b>	<b>265</b>	<b>-</b>	<b>265</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	-	100	100
Contribution from Reserve / Reserve Fund	-	-	-	(100)	(100)
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>282</b>	<b>231</b>	<b>265</b>	<b>-</b>	<b>265</b>

**PROGRAM 6  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Social Services - Family Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 6  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Social Services - Family  
Services**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>335</b>	<b>335</b>	<b>303</b>	<b>39</b>	<b>342</b>

TANGIBLE CAPITAL ASSETS - NEW



**2019 Program Detail**

**Social Services - Family Services**

Description		Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>			\$	\$
<b><u>Core Community Services - Program 1</u></b>				
1	Workstation	1	5,000	5,000
2	Tablet/iPad	6	1,500	9,000
3	Furniture for workspace reconfiguration	4	5,000	20,000
				<b>34,000</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2019 Program Detail

### Social Services - Family Services

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b><u>Core Community Services - Program 1</u></b>			
1 Desktop Computers (Includes Monitors)	11	950	10,450
			10,450
<b><u>Facilities Management - Program 5</u></b>			
2 Telecommunication - 339 Westney Avenue, Ajax	1	100,000	100,000
			100,000
			<b>110,450</b>

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**HOUSING SERVICES**

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**2019 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 and 2016-Social Infrastructure Fund (SIF) delivery plan.

**Durham Regional Local Housing Corporation Property Management**

- ♦ Provide effective, direct property management services for the Durham Regional Local Housing Corporation (DRLHC).

**Reaching Home**

- ♦ Manage specific programs to support the National Housing Strategy's goal to reduce chronic homelessness by 50% by 2027-2028.



**2019 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.
- ◆ Implementation of the recommendations from the Housing Task Force to address opportunities to support the needs of seniors and low to moderate income households.
- ◆ 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**

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

## PROGRAM SUMMARY



### 2019 Business Plan

### Social Services - Housing Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>1 SOCIAL HOUSING ADMINISTRATION</b>					
Operating Expenses	1,471	1,581	1,614	(106)	1,508
Tangible Capital Assets	11	11	14	12	26
Subtotal	1,482	1,592	1,628	(94)	1,534
<b>2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE (CHPI)</b>					
Operating Expenses	8,089	8,091	8,148	682	8,830
Tangible Capital Assets	6	6	-	-	-
Provincial Subsidy	(7,746)	(7,746)	(7,746)	(1,057)	(8,803)
Subtotal	349	351	402	(375)	27
<b>3 DURHAM ACCESS TO SOCIAL HOUSING</b>					
Operating Expenses	69	132	134	-	134
Subtotal	69	132	134	-	134
<b>4 INVESTMENT IN AFFORDABLE HOUSING (IAH)</b>					
Operating Expenses	218	244	248	-	248
Federal/Provincial Subsidy	(218)	(244)	(248)	-	(248)
Subtotal	-	-	-	-	-
<b>5 HEADQUARTERS SHARED COST</b>					
Operating Expenses	123	123	112	14	126
Subtotal	123	123	112	14	126
<b>6 DRLHC - PROPERTY MANAGEMENT</b>					
Operating Expenses	2,887	2,879	2,927	22	2,949
Recovery from DRLHC	(2,594)	(2,586)	(2,634)	(22)	(2,656)
Provincial Download	(293)	(293)	(293)	-	(293)
Subtotal	-	-	-	-	-

## PROGRAM SUMMARY



### 2019 Business Plan

### Social Services - Housing Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>7 DRLHC - CITY OF OSHAWA</b>					
Operating Expenses	3	9	9	(9)	-
Program Fees	(3)	(9)	(9)	9	-
Subtotal	-	-	-	-	-
<b>8 REACHING HOME</b>					
Operating Expenses	-	-	-	446	446
Program Fees	-	-	-	(446)	(446)
Subtotal	-	-	-	-	-
<b>Net Program Expenses</b>	<b>2,023</b>	<b>2,198</b>	<b>2,276</b>	<b>(455)</b>	<b>1,821</b>

Summary of Increase (Decrease)

\$78
3.55%
(\$377)
-17.15%

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	109	Economic increases
Salaries & Benefits	44	Annualization - 1 position
Operating Expenses	2	Inflationary increases
Operating Expenses	(22)	Headquarters shared cost
Operating Expenses	(48)	Inter-departmental transfers
Tangible Capital Assets - New	(6)	Remove one-time items
Tangible Capital Assets - Replacement	3	Increased requirement
Subsidy	(4)	Provincial/Federal subsidy
	78	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Social Services - Housing Services

(\$,000's)

### Social Housing Administration

♦ Increase to Professional Services to implement the recommendations of the Affordable and Seniors' Housing Task Force	25
♦ Decrease in Hardware-Software Maintenance pending replacement of the Housing Administration Information system.	(70)
♦ Recovery from Reaching Home to cover program administration costs	(67)
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements	6
♦ Tangible Capital Assets - New: Workstation (\$5k) and laptop (\$2k)	7
♦ Tangible Capital Assets - Replacement: Printer	5
	(94)

### Community Homelessness Prevention Initiative (CHPI)

♦ Increase in Contracted Services to community agencies to recognize increase in CHPI funding allocation and increased need to support homelessness prevention in Durham	682
♦ Increase in Provincial Subsidy for the CHPI program	(1,057)
	(375)

### Headquarters Shared Cost

♦ Housing Services' share of costs related to the operation and maintenance of Regional Headquarters	14
	14

### Durham Regional Local Housing Corporation (DRLHC) - Property Management

♦ Property management service for the City of Oshawa are no longer required; decrease in payroll recoveries	9
♦ DRLHC share of costs related to the operation and maintenance of Regional Headquarters	13
♦ Increase in recovery from DRLHC to fund changes outlined above	(22)
	-

### DRLHC - City of Oshawa

♦ Property management service for the City of Oshawa are no longer required; decrease in service costs (-\$9k) offset by decrease in revenues (\$9k)	-
	-

### Reaching Home

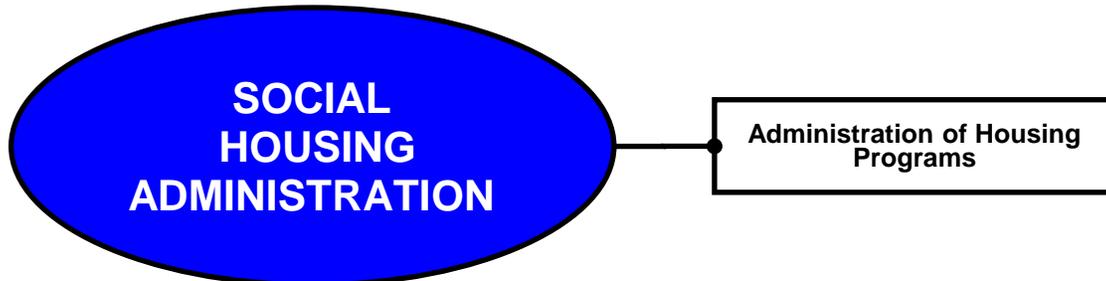
♦ Contracted Services to community agencies to implement the Reaching Home program	379
♦ Charge from Social Housing Administration to cover program administration costs	67
♦ Federal Subsidy to establish the Reaching Home program	(446)
	-

**Total Program Changes** **(455)**



**2019 Program Detail**

**Social Services - Housing Services**



**Purpose:**

- ◆ To cover salaries, benefits, capital and other costs associated with the administration of Social Housing programs

**Description of Program Activities:**

- ◆ Delivery of Social Housing programs including providing training and advice to housing providers, monitoring operations, including the preservation of Social Housing assets, assisting with the review of financial requests, developing local housing policy and ensuring action plans are in place for all Projects in Difficulty
- ◆ Performing biennial Operational Reviews
- ◆ Providing a minimum of two housing provider training/information sessions annually
- ◆ Undertaking Rent-Geared-to-Income (RGI) verification for a minimum of 20 per cent of units annually
- ◆ Undertaking capital asset preservation initiatives, scheduled or emergency, in conjunction with the Works Department
- ◆ Facilitating intervention to address serious occurrences
- ◆ Applying for funding and managing Federal/Provincial one-time programs (ie. Social Housing Energy Efficiency Program (SHEEP), Social Housing Infrastructure Program (SHIP), Social Housing Apartment Improvement Program (SHAIP), etc.)

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 11.06
- ◆ 2018 Full Time Staff = 11.06

**Performance Measurements:**

- ◆ Percentage of Operational Reviews conducted
- ◆ Percentage of Rent-Geared-to-Income (RGI) files reviewed

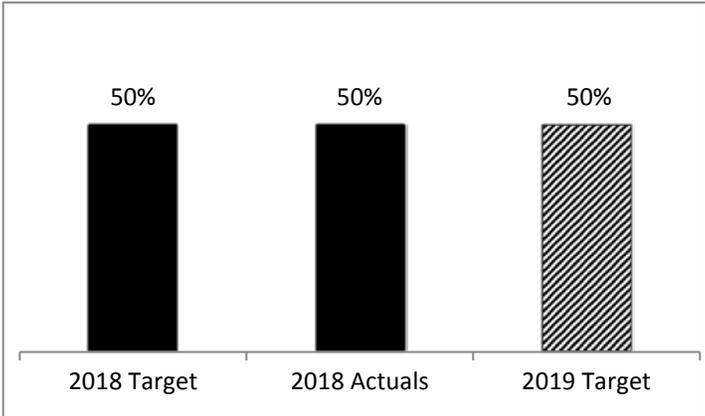


2019 Program Detail

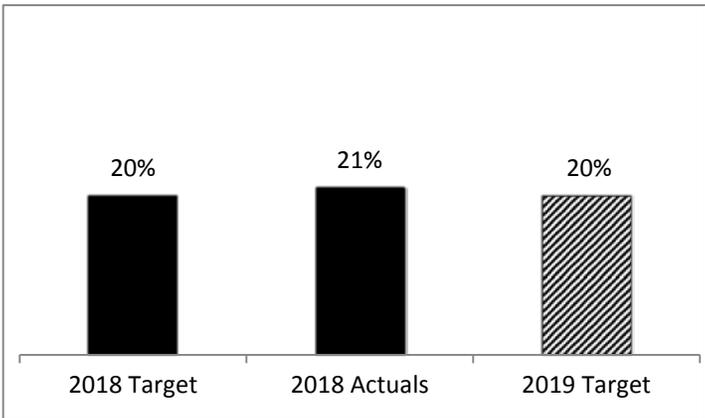
Social Services - Housing Services

Performance Data:

Percentage of Operational Reviews Conducted



Percentage of Rent-Geared-to-Income (RGI) Files Reviewed



**PROGRAM 1  
SOCIAL HOUSING ADMINISTRATION**



**2019 Program Detail**

**Social Services - Housing  
Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,346	1,375	1,408	-	1,408
Personnel Related	55	40	40	5	45
Communications	40	44	44	1	45
Supplies	21	22	22	-	22
Computer Maintenance & Operations	-	75	75	(70)	5
Materials & Services	7	12	12	-	12
Equipment Maintenance & Repairs	2	3	3	-	3
Professional Services	-	10	10	25	35
<b>Operating Expenses Subtotal</b>	<b>1,471</b>	<b>1,581</b>	<b>1,614</b>	<b>(39)</b>	<b>1,575</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery from Reaching Home	-	-	-	(67)	(67)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(67)</b>	<b>(67)</b>
<b>Gross Operating Expenses</b>	<b>1,471</b>	<b>1,581</b>	<b>1,614</b>	<b>(106)</b>	<b>1,508</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	7	7
Replacement	11	11	14	5	19
<b>Total Tangible Capital Assets</b>	<b>11</b>	<b>11</b>	<b>14</b>	<b>12</b>	<b>26</b>
<b>Net Program Expenses</b>	<b>1,482</b>	<b>1,592</b>	<b>1,628</b>	<b>(94)</b>	<b>1,534</b>

# PROGRAM 2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE



## 2019 Program Detail

## Social Services - Housing Services

### Purpose:

- ◆ To utilize Provincial and Regional funding to enable community agencies to help households that are homeless or at risk of homelessness to:
  - Provide emergency shelter
  - Obtain housing
  - Prevent housing loss

### Description of Program Activities:

- ◆ Program funds are used to assist households to obtain and/or retain housing in four service categories including: emergency shelter solutions; housing and related supports; services and supports; and, homelessness prevention
- ◆ Staff maintain Purchase of Service Agreements with Community Agencies to deliver service

Agency	2019 Amount
Brain Injury Association of Durham Region	\$ 131,653
Community Development Council Durham	\$ 2,063,000
Community Living Durham North	\$ 220,000
Cornerstone Community Association	\$ 1,890,000
Denise House	\$ 91,000
Durham Mental Health Services	\$ 585,200
Durham Youth Housing & Support Services	\$ 505,000
John Howard Society of Durham	\$ 635,460
Muslim Welfare Centre Incorporated	\$ 1,052,600
North House Shelter	\$ 176,000
Salvation Army Ontario Centre-East Division	\$ 199,920
The Participation House Project	\$ 93,000
VHA Home Healthcare	\$ 309,340
Young Womens Christian Association	\$ 170,000
Reserved for future program needs	\$ 143,399
<b>Total:</b>	<b>\$ 8,265,572</b>

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 5.00
- ◆ 2018 Full Time Staff = 5.00

# PROGRAM 2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE



## 2019 Program Detail

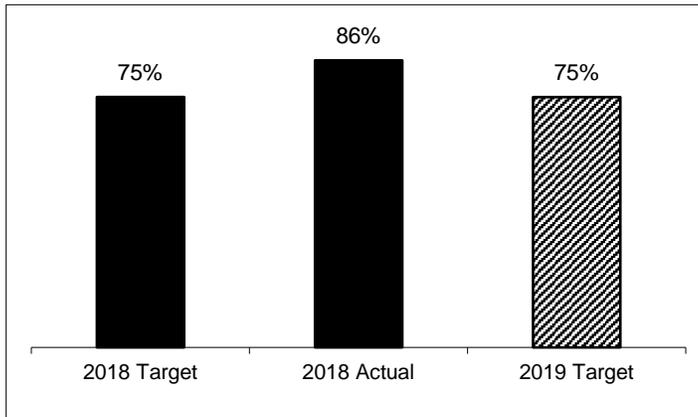
## Social Services - Housing Services

### Performance Measurements:

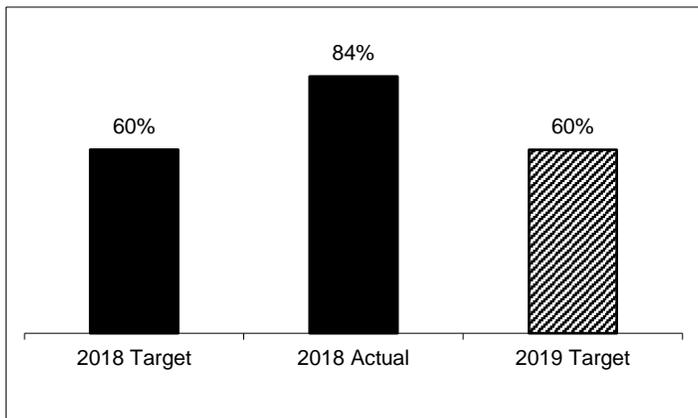
- ◆ Percentage of households assisted that maintain tenancies
- ◆ Percentage of households assisted that obtain housing

### Performance Data:

#### Percentage of Households Assisted that Maintain Tenancies



#### Percentage of Households Assisted that Obtain Housing



**PROGRAM 2**  
**COMMUNITY HOMELESSNESS PREVENTION INITIATIVE**



**2019 Program Detail**

**Social Services - Housing Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	476	490	546	-	546
Personnel Related	1	10	10	-	10
Communications	2	8	8	-	8
Contracted Services	7,610	7,583	7,584	682	8,266
<b>Gross Operating Expenses</b>	<b>8,089</b>	<b>8,091</b>	<b>8,148</b>	<b>682</b>	<b>8,830</b>
<b>Tangible Capital Assets</b>					
New	6	6	-	-	-
<b>Total Tangible Capital Assets</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>8,095</b>	<b>8,097</b>	<b>8,148</b>	<b>682</b>	<b>8,830</b>
<b>Revenues</b>					
Provincial Subsidy - CHPI	(7,746)	(7,746)	(7,746)	(1,057)	(8,803)
<b>Total Revenues</b>	<b>(7,746)</b>	<b>(7,746)</b>	<b>(7,746)</b>	<b>(1,057)</b>	<b>(8,803)</b>
<b>Net Program Expenses</b>	<b>349</b>	<b>351</b>	<b>402</b>	<b>(375)</b>	<b>27</b>

**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**



**2019 Program Detail**

**Social Services - Housing  
Services**

**Purpose:**

- ◆ To administer the centralized wait list for Rent-Geared-to-Income (RGI) housing

**Description of Program Activities:**

- ◆ Manage the RGI wait list by offering applicants housing information and application assistance
- ◆ Determine applicant eligibility for RGI in accordance with the Housing Services Act and Regional policies
- ◆ Ensure policies and procedures are consistently applied
- ◆ Provide information to the public on the application process
- ◆ Update the wait list on an annual basis
- ◆ Develop/improve policies and procedures

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 1.00
- ◆ 2018 Full Time Staff = 1.00

**Performance Measurements:**

- ◆ Percentage of new RGI applications acknowledged within 7 working days
- ◆ Percentage of RGI applicant households registered on the Durham Access to Social Housing (DASH) vacancy system

**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**

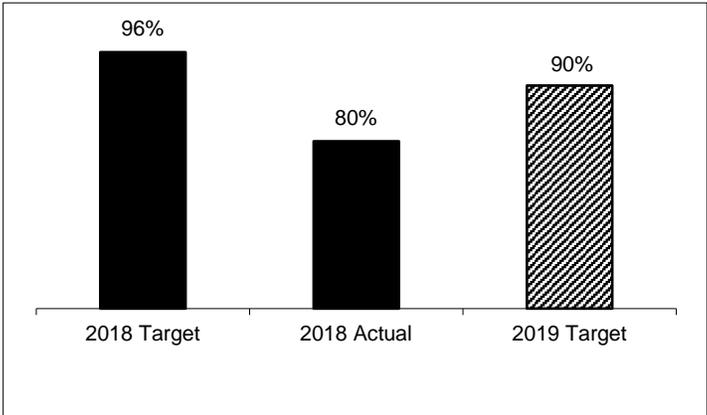


**2019 Program Detail**

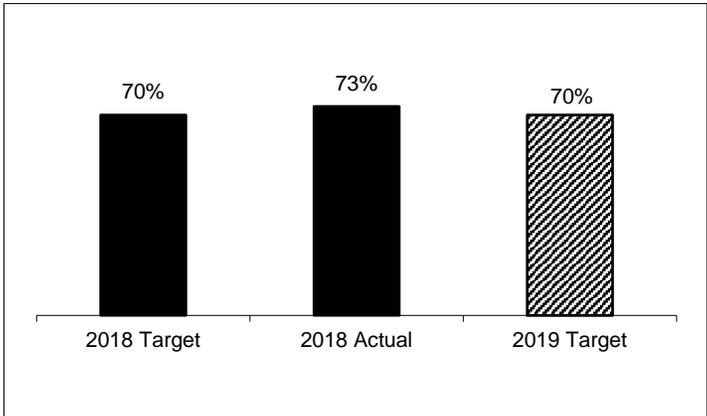
**Social Services - Housing  
Services**

**Performance Data:**

**Percentage of New RGI Applications Acknowledged Within 7 Working Days**



**Percentage of RGI Applicant Households Registered on the DASH Vacancy System**



**PROGRAM 3  
DURHAM ACCESS TO SOCIAL HOUSING**



**2019 Program Detail**

**Social Services - Housing  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	69	84	86	-	86
Personnel Related	-	7	7	-	7
Communications	-	14	14	-	14
Materials & Services	-	12	12	-	12
Professional Services	-	15	15	-	15
<b>Net Program Expenses</b>	<b>69</b>	<b>132</b>	<b>134</b>	<b>-</b>	<b>134</b>

## PROGRAM 4 INVESTMENT IN AFFORDABLE HOUSING



### 2019 Program Detail

### Social Services - Housing Services

#### Purpose:

- ◆ To support the development of new housing initiatives across Durham Region under the Canada Mortgage and Housing Corporation (CMHC) - Ontario Affordable Housing Program (AHP), Investment in Affordable Housing (IAH) for Ontario Program, IAH 2014 Extension Program and 2016 Social Infrastructure Fund (SIF)

#### Description of Program Activities:

- ◆ Implement the Program Delivery and Fiscal Plan for IAH funding for the period April 2014 - March 2020
- ◆ Prepare and administer agreements with approved delivery agents/proponents/eligible participants
- ◆ Monitor project activities and provide regular updates to the Ministry of Housing
- ◆ Liaise with proponents regarding program requirements/project matters
- ◆ Prepare project business cases, statistical analyses and other reports as required to Regional Council and the Ministry of Municipal Affairs and Housing

#### Description of Program Resources:

This program is 100% funded by the federal and provincial governments

- ◆ 2019 Full Time Staff = 1.00
- ◆ 2018 Full Time Staff = 1.00

#### Performance Measurements:

- ◆ 379 AHP/IAH/IAH-E rental units remain affordable under the program affordability period
- ◆ Rental affordability improved for at least 660 waiting list applicants through the Durham Housing Benefit and Housing Allowance programs
- ◆ 14 low income homeowners provided with down payment assistance through Habitat for Humanity Durham
- ◆ Approximately 188 new rental units will be created during the period 2019 to 2022

**PROGRAM 4  
INVESTMENT IN AFFORDABLE HOUSING**



**2019 Program Detail**

**Social Services - Housing  
Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	114	113	116	-	116
Outside Agency Expenses	36	33	33	-	33
Professional Services	-	30	31	-	31
<b>Operating Expenses Subtotal</b>	<b>150</b>	<b>176</b>	<b>180</b>	<b>-</b>	<b>180</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Housing Services Charge	68	68	68	-	68
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>-</b>	<b>68</b>
<b>Total Expenses</b>	<b>218</b>	<b>244</b>	<b>248</b>	<b>-</b>	<b>248</b>
<b>Revenues</b>					
Provincial Subsidy	(109)	(122)	(124)	-	(124)
Federal Subsidy	(109)	(122)	(124)	-	(124)
<b>Total Revenues</b>	<b>(218)</b>	<b>(244)</b>	<b>(248)</b>	<b>-</b>	<b>(248)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Social Services - Housing  
Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Social Services - Housing  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>123</b>	<b>123</b>	<b>112</b>	<b>14</b>	<b>126</b>



## **2019 Program Detail**

## **Social Services - Housing Services**

### **Purpose:**

- ◆ To provide effective property management services for the Durham Regional Local Housing Corporation (DRLHC)

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

- ◆ Property Management Services for DRLHC as downloaded by the Province, including: tenant placement, rent collection, property maintenance, preventative maintenance, and capital planning.
- ◆ Rent-geared-to-income program delivery (e.g. income verification/rent calculation)
- ◆ Community development initiatives
- ◆ Strategic asset management through capital planning

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

- ◆ 2019 Full Time Staff = 25.00  
2018 Full Time Staff = 25.00

### **Performance Measurements:**

- ◆ Average number of days to complete work orders
- ◆ Vacancy loss as a percentage of rental revenue
- ◆ Arrears as a percentage of rental revenue

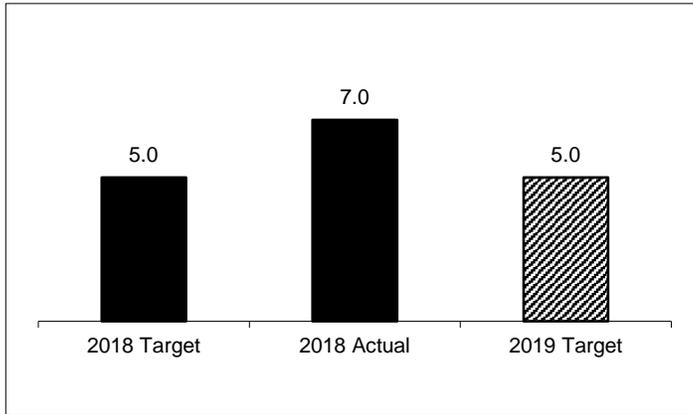


2019 Program Detail

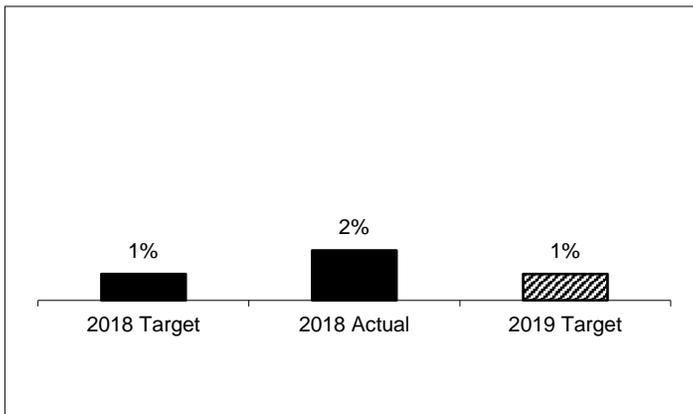
Social Services - Housing  
Services

Performance Data:

Average Number of Days to Complete Work Orders

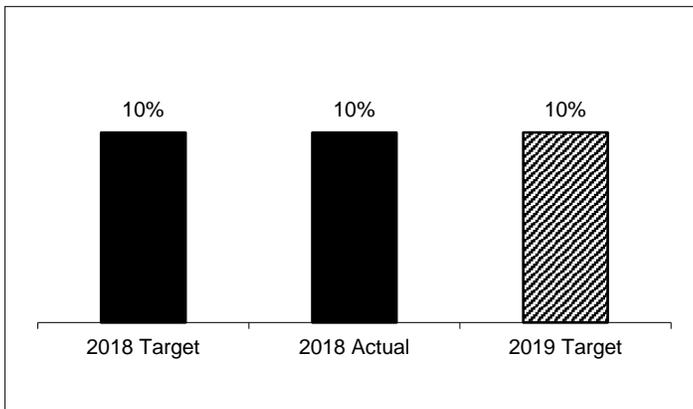


Vacancy Loss as a Percentage of Rental Revenue



\* Vacancy loss due to delays resulting from time required for extensive repairs.

Arrears as a Percentage of Rental Revenue



**PROGRAM 6  
DRLHC - PROPERTY MANAGEMENT**



**2019 Program Detail**

**Social Services - Housing  
Services**

**DRLHC properties provide units for Rent-Geared-to-Income households at the following locations:**

<u>AREA MUNICIPALITY</u>	<u>ADDRESS/LOCATION</u>	<u>UNITS</u>
Ajax	655 Harwood Avenue South	129
Brock	103 Cameron Street West	26
	342 Main Street	32
Clarington	2 Nelson Street East	21
	4 Nelson Street East	14
Oshawa	Christine/Normandy/Nevis	42
	Lomond Street	18
	439 Dean Avenue	51
	155 King Street East	165
	Cedar/Carlton/Wasaga	34
	Linden/Poplar	32
	Malaga Road	65
	460 Normandy	30
	Birchcliffe/Lakeview/Ritson*	185
385 Beatrice Street East	50	
Pickering	1910 Faylee Crescent	36
	1330 Foxglove Avenue	36
Scugog	327 Kellet Street	30
	385 Rosa Street	38
Uxbridge	20 Perry Street*	56
Whitby	850 Green Street South	81
	409 Centre Street South	16
	315 Colborne Street West	105
Total		1,292

\* Includes 12 units in Oshawa and 5 units in Uxbridge. RGI Subsidy for these units are provided under the Strong Communities Rent Supplement Program

**PROGRAM 6  
DRLHC PROPERTY MANAGEMENT**



**2019 Program Detail**

**Social Services - Housing  
Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,674	2,723	2,782	9	2,791
Personnel Related	21	23	23	-	23
Supplies	4	2	2	-	2
Headquarters Shared Costs	116	116	105	13	118
Vehicle Operations	72	15	15	-	15
<b>Operating Expenses Subtotal</b>	<b>2,887</b>	<b>2,879</b>	<b>2,927</b>	<b>22</b>	<b>2,949</b>
<b>Transfers from Related Entities</b>					
Recovery from DRLHC	(2,594)	(2,586)	(2,634)	(22)	(2,656)
<b>Transfers from Related Entities Subtotal</b>	<b>(2,594)</b>	<b>(2,586)</b>	<b>(2,634)</b>	<b>(22)</b>	<b>(2,656)</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Strong Communities Rent Supplement	(225)	(225)	(225)	-	(225)
Recovery - Provincial Downloading (IAH)	(68)	(68)	(68)	-	(68)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(293)</b>	<b>(293)</b>	<b>(293)</b>	<b>-</b>	<b>(293)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2019 Program Detail**

**Social Services - Housing  
Services**

**Purpose:**

- ◆ Property owned by the City of Oshawa sold in 2018. No longer providing cost-pass-through property management services for the City of Oshawa



**2019 Program Detail**

**Social Services - Housing Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	3	9	9	(9)	-
<b>Total Expenses</b>	<b>3</b>	<b>9</b>	<b>9</b>	<b>(9)</b>	<b>-</b>
<b>Revenues</b>					
Fees & Service Charges	(3)	(9)	(9)	9	-
<b>Total Revenues</b>	<b>(3)</b>	<b>(9)</b>	<b>(9)</b>	<b>9</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2019 Program Detail**

**Social Services - Housing  
Services**

**Purpose:**

- ◆ To support the goals of the National Housing Strategy by developing solutions to homelessness in Durham. The Region has been delegated as the Community Entity (CE) to administer the program
- ◆ Reaching Home replaces the Homelessness Partnering Strategy (HPS) and Durham Region is replacing the previous CE (United Way Durham).

**Description of Program Activities:**

- ◆ The Region will be allocated \$3.7 million over 5 years (2018/2019 to 2023/2024) to lead local service delivery
- ◆ Program funds will be used to support the goals of the National Housing Strategy, in particular, to support the most vulnerable Canadians in maintaining safe, stable and affordable housing, and to reduce chronic homelessness nationally by 50% by 2027-2028
- ◆ Allocation of funding is determined in consultation with the Community Advisory Board (CAB) made up of local community support organizations
- ◆ Staff will maintain Purchase of Service Agreements with Community Agencies to deliver service

**Description of Program Resources:**

- ◆ Funding allocation includes up to 15% for administration costs
- ◆ Staff positions are included in Social Housing Administration (Program 1)

**Performance Measurements:**

- ◆ The program requires annual public reporting on results in a Community Progress Report beginning in 2020-2021

**PROGRAM 8  
REACHING HOME**



**2019 Program Detail**

**Social Services - Housing  
Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Contracted Services	-	-	-	379	379
<b>Operating Expenses Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>379</b>	<b>379</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Housing Services Charge	-	-	-	67	67
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>67</b>	<b>67</b>
<b>Total Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>446</b>	<b>446</b>
<b>Revenues</b>					
Federal Subsidy	-	-	-	(446)	(446)
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(446)</b>	<b>(446)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

TANGIBLE CAPITAL ASSETS - NEW



2019 Program Detail

Social Services - Housing Services

Description		Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>			\$	\$
<b>Administration</b>				
<b><u>Social Housing Administration - Program 1</u></b>				
1	Laptop Computer	1	1,500	1,500
2	Workstation	1	5,000	5,000
				<u>6,500</u>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2019 Program Detail

### Social Services - Housing Services

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b><u>Social Housing Administration - Program 1</u></b>			
1 Desktop Computer	1	950	950
2 Laptop Computers	9	1,500	13,500
3 Printer	1	5,000	5,000
			<b>19,450</b>

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**LTC ADMINISTRATION**

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2019 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.



**2019 Business Plan**

**Social Services - LTC & Services for Seniors**

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

**Strategic Goal B.5 - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>♦ Advocate for an increase in the number of long-term care beds in the Region to meet the growing needs of seniors.                             <ul style="list-style-type: none"> <li>- Meet with appropriate officials at LHIN/MOHLTC to gain further insight into the demand vs. supply of LTC beds in the Region and future intent re: building new LTC beds</li> </ul> </li> </ul>	

**Strategic Goals**

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

**PROGRAM SUMMARY**



**2019 Business Plan**

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

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Divisional Administration					
Operating	1,270	1,191	1,228	57	1,285
Tangible Capital Assets	6	6	6	-	6
Divisional Administration Subtotal	1,276	1,197	1,234	57	1,291
2 Homemakers Services	6	20	20	-	20
<b>Net Program Expenses</b>	<b>1,282</b>	<b>1,217</b>	<b>1,254</b>	<b>57</b>	<b>1,311</b>

<b>Summary of Increase (Decrease)</b>	<b>\$37</b>	<b>\$94</b>
	<b>3.04%</b>	

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	33	Economic increases
Operating Expenses	4	Economic Increase Inter-departmental Transfer - Social Assistance
	<u>37</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

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

(\$,000's)

#### Divisional Administration

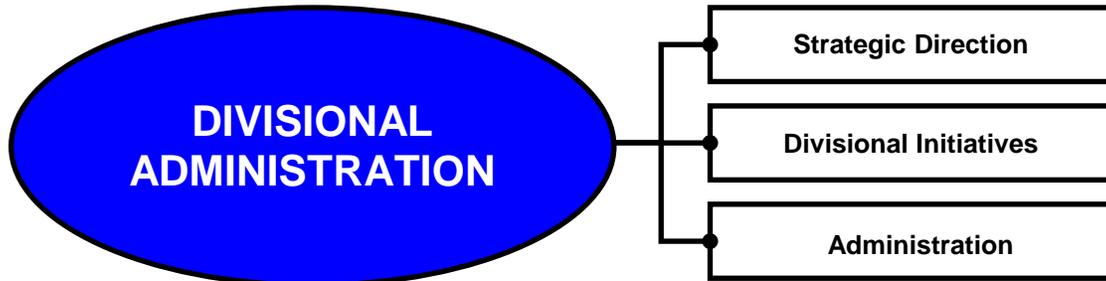
◆ New Position: 1 Scheduling Supervisor, effective July 1, 2019, required to coordinate the Division's application of the Workforce Scheduling software program, adhering to policies, collective agreements and applicable legislation as related to scheduling in a 24/7 operation and leading the divisional scheduling team in scheduling, staff replacement, and auditing schedules and system processes. (Annualized cost is \$110k)	55
◆ Car Allowance: Increase to better reflect actual expenditures	2
<b>Total Program Changes</b>	<b><u>57</u></b>

# PROGRAM 1 DIVISIONAL ADMINISTRATION



## 2019 Program Detail

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



### Purpose:

- ◆ To provide strategic direction, develop and promote divisional initiatives and provide administrative support to the Region's four long-term care (LTC) homes.

### Description of Program Activities:

- ◆ **Director:** Provides strategic direction on issues relating to resident care and services, general operating concerns, Ministry of Health and Long-Term Care (MOHLTC) legislation, and financial and budget management.
- ◆ **Manager of Quality and Clinical Integration:** Provides guidance and oversight on quality improvement initiatives including best practices, Health Quality Ontario's Residents' First initiative, Municipal Benchmarking Network Canada (MBN Canada), and a variety of other projects which promote resident-focused care and services within all four homes.
- ◆ **Advisor - Seniors' Safety:** Provides advice utilizing evidence-based practice, research and innovation. The position provides resident, family and staff education and support related to awareness and prevention of elder abuse.
- ◆ **Administrative Staff:** Provides administrative support to the LTC Administration management team as well as directly to the homes.
- ◆ **Training Specialist:** Coordinates and delivers general orientation and mandatory training to all divisional staff.
- ◆ **Occupational Health Nurse:** Conducts new employee and new volunteer medicals, coordinates programs for the division including: influenza clinics, respirator-fit testing, and various wellness events.
- ◆ **Scheduling Supervisor:** Leads the divisional scheduling team and monitors adherence to policies, collective agreements and applicable legislation as related to scheduling in a 24/7 operation.

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 8                      New Position: 1 Scheduling Supervisor
- ◆ 2018 Full Time Staff = 7

### Performance Measurements:

- ◆ Accreditation Status
- ◆ Operating Cost per Facility Bed Day (CMI Adjusted)



**2019 Program Detail**

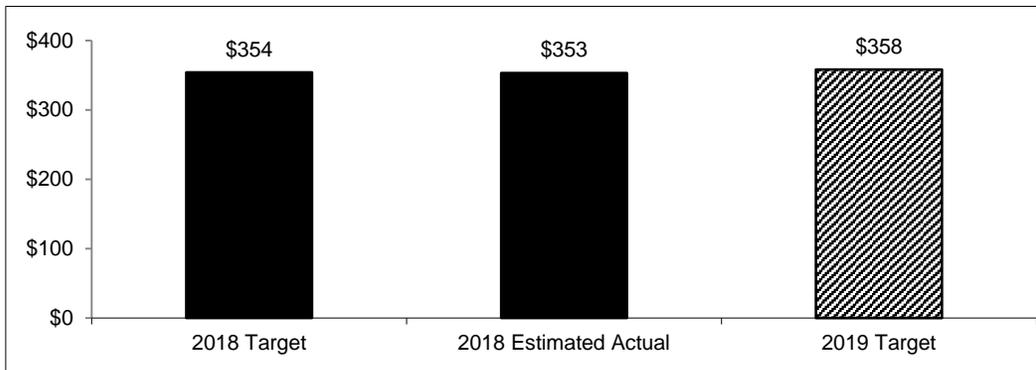
**Social Services - LTC & Services  
For Seniors (LTC Administration)**

**Performance Data:**

**Accreditation Status**

Fairview Lodge	Accredited with exemplary standing	2018-2022
Hillsdale Estates	Accredited with exemplary standing	2018-2022
Hillsdale Terraces	Accredited with exemplary standing	2018-2022
Lakeview Manor	Accredited with exemplary standing	2018-2022

**Operating Cost per Facility Bed Day (CMI Adjusted)**



**PROGRAM 1  
DIVISIONAL ADMINISTRATION**



**2019 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	953	913	946	55	1,001
Personnel Related	38	43	43	2	45
Communications	32	4	4	-	4
Supplies	12	9	9	-	9
Materials & Services	15	-	-	-	-
Professional Services	-	2	2	-	2
<b>Operating Expenses Subtotal</b>	<b>1,050</b>	<b>971</b>	<b>1,004</b>	<b>57</b>	<b>1,061</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Social Assistance Charge	220	220	224	-	224
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>220</b>	<b>220</b>	<b>224</b>	<b>-</b>	<b>224</b>
<b>Gross Operating Expenses</b>	<b>1,270</b>	<b>1,191</b>	<b>1,228</b>	<b>57</b>	<b>1,285</b>
<b>Tangible Capital Assets</b>					
Replacement	6	6	6	-	6
<b>Total Tangible Capital Assets</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>6</b>
<b>Net Program Expenses</b>	<b>1,276</b>	<b>1,197</b>	<b>1,234</b>	<b>57</b>	<b>1,291</b>



## **2019 Program Detail**

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

### **Purpose:**

- ◆ Purchase homemaking services for low income persons in need, as determined by, and in accordance with, the Homemakers and Nurses' Act, to facilitate the frail, elderly and ill/disabled persons remaining in their own homes.

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

- ◆ This program has an 80/20 cost sharing formula with the Province (Ministry of Health and Long-Term Care) funding 80 per cent of the costs.
- ◆ Staff contract for the provision of homemaking services to assist low income persons, primarily seniors and the disabled, with meal preparation and light housecleaning.
- ◆ Staff maintain Purchase of Service Agreements with the following community home care agencies to provide these services:
  - ◆ DHS Health Care Services
  - ◆ Saint Elizabeth Health Care
  - ◆ VHA Home Healthcare

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

- ◆ 1 staff in the Divisional Administration Program oversee the contracts for these services as part of their responsibilities.

### **Performance Measurements:**

- ◆ Hours of service provided
- ◆ Cost per hour of service
- ◆ Gross cost of program

## PROGRAM 2 HOMEMAKERS SERVICES

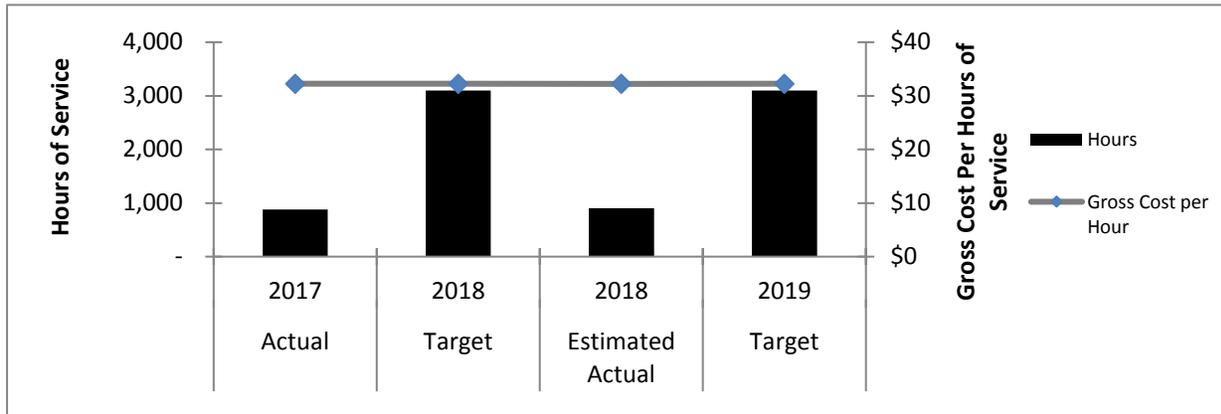


### 2019 Program Detail

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

#### Performance Data:

#### Hours of Service Provided and Cost per Hour of Service



#### Gross Cost of Program

	<u>Actual</u> <u>2017</u>	<u>Target</u> <u>2018</u>	<u>Estimated</u> <u>Actual</u> <u>2018</u>	<u>Target</u> <u>2019</u>
Hours of Service provided:	775	3,100	900	3,100
Gross Cost of Program:	\$25,000	\$100,000	\$29,000	\$100,000
Gross Cost per Hour of Service:	\$32.26	\$32.26	\$32.22	\$32.26

**PROGRAM 2  
HOMEMAKERS SERVICES**



**2019 Program Detail**

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

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Contracted Services	29	100	100	-	100
<b>Total Expenses</b>	<b>29</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>100</b>
<b>Revenues</b>					
Provincial Subsidy	(23)	(80)	(80)	-	(80)
<b>Total Revenues</b>	<b>(23)</b>	<b>(80)</b>	<b>(80)</b>	<b>-</b>	<b>(80)</b>
<b>Net Program Expenses</b>	<b>6</b>	<b>20</b>	<b>20</b>	<b>-</b>	<b>20</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2019 Program Detail

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b><u>Divisional Administration - Program 1</u></b>			
1 Desktop Computers & Monitors	2	950	1,900
2 Laptops	2	1,500	3,000
3 Furniture	2	350	700
			<b>5,600</b>

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**FAIRVIEW LODGE**

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## PROGRAM SUMMARY



### 2019 Business Plan

### Social Services - LTC & Services For Seniors (Fairview Lodge)

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	13,939	13,432	13,690	-	13,690
2 Specialized Medical Services	563	54	54	-	54
3 Resident Care Program Support (RCPS)	1,433	1,491	1,527	56	1,583
4 Raw Food	977	987	1,007	-	1,007
5 Other Accommodation					
Administration	1,176	1,126	1,155	22	1,177
Debt Charges	1,020	1,020	1,020	-	1,020
Food Services	2,581	2,652	2,716	-	2,716
Environmental Services	4,135	4,323	4,388	105	4,493
Other Accommodation Subtotal	8,912	9,121	9,279	127	9,406
<b>Operating Subtotal</b>	<b>25,824</b>	<b>25,085</b>	<b>25,557</b>	<b>183</b>	<b>25,740</b>
<b>Tangible Capital Assets:</b>					
1 New - NPC	-	-	-	36	36
1 Replacement - NPC	101	101	45	106	151
3 Replacement - RCPS	5	5	-	-	-
5 Replacement - Other Accommodation	49	49	116	-	116
<b>Tangible Capital Assets Subtotal</b>	<b>155</b>	<b>155</b>	<b>161</b>	<b>142</b>	<b>303</b>
<b>Total Program Expenses</b>	<b>25,979</b>	<b>25,240</b>	<b>25,718</b>	<b>325</b>	<b>26,043</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(4,529)	(4,460)	(4,562)	(25)	(4,587)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(7,397)	(7,418)	(7,480)	(105)	(7,585)
2 Specialized Medical Services	(505)	(50)	(50)	-	(50)
3 Resident Care Program Support	(891)	(874)	(881)	(30)	(911)
4 Raw Food	(670)	(653)	(689)	(3)	(692)
5 Other Accommodation	(1,388)	(1,424)	(1,368)	(20)	(1,388)
<b>Provincial Subsidy Subtotal</b>	<b>(10,851)</b>	<b>(10,419)</b>	<b>(10,468)</b>	<b>(158)</b>	<b>(10,626)</b>

## PROGRAM SUMMARY

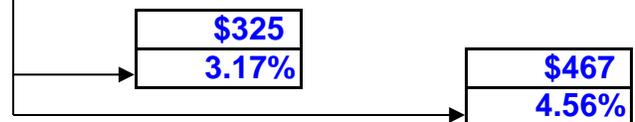


### 2019 Business Plan

### Social Services - LTC & Services For Seniors (Fairview Lodge)

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Other Revenue:</b>					
3 Resident Care Program Support	(4)	(7)	(8)	-	(8)
4 Raw Food	(80)	(78)	(79)	-	(79)
5 Other Accommodation	(27)	(30)	(30)	-	(30)
<b>Other Revenue Subtotal</b>	<b>(111)</b>	<b>(115)</b>	<b>(117)</b>	<b>-</b>	<b>(117)</b>
<b>Total Revenue Programs</b>	<b>(15,491)</b>	<b>(14,994)</b>	<b>(15,147)</b>	<b>(183)</b>	<b>(15,330)</b>
<b>Net Program Expenses</b>	<b>10,488</b>	<b>10,246</b>	<b>10,571</b>	<b>142</b>	<b>10,713</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	468	Economic increases
Salaries & Benefits	53	Annualization - Part-time RN staffing
Operating Expenses	52	Inflationary increases
Operating Expenses	(85)	Remove one-time item
Minor Assets & Equipment	(16)	Remove one-time items (various)
Tangible Capital Assets - Replacement	6	Increased requirements
Provincial Subsidy	(49)	Provincial funding formula
Revenue from Residents	(102)	Provincial funding formula
Other Revenue	(2)	Inflationary increases
	<b>325</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Social Services - LTC & Services For Seniors (Fairview Lodge)

(\$,000's)

#### Resident Care Program Support (RCPS)

##### Recreation Services

- ◆ New Position: 1 Recreation Programmer, effective July 1, 2019, dedicated to the secured unit to help with specializing programs for residents with severe behaviours. (Annualized cost is \$73k). 36

Subtotal 36

##### Falls Prevention

- ◆ Medical Equipment: Increase for medical equipment to help reduce the number of falls and promote increased mobility and enhanced safety for residents. 100% funded by new Provincial Subsidy. 20

Subtotal 20

56

#### Other Accommodation

##### Home Administration

- ◆ Hardware - Software Maintenance: One-time increase for Connexall upgrade. 22

Subtotal 22

##### Environmental Services

- ◆ Major Repairs & Renovations: Install Pre-heat coil & glycol loop behind dryers 15
- ◆ Major Repairs & Renovations: Installation of shut-off valves 20
- ◆ Major Repairs & Renovations: Repairs to two elevators. 45
- ◆ Major Repairs & Renovations: Redesign café area. Increase the utilization of the café area by incorporating it with the market area so it can be run by the volunteers and allow for beverages and small snacks to be available for residents, families and staff. 25

Subtotal 105

127

#### Tangible Capital Assets

##### New

- ◆ Nursing and Personal Care - Point of Care Tablets 36

##### Replacement

- ◆ Nursing and Personal Care - Ceiling lifts, heads and bars 106

142

# EXPLANATION OF PROGRAM CHANGES



## 2019 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. (25)

**Provincial Subsidy**

**Nursing and Personal Care**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2019. (105)

**Resident Care Program Support**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2019. (10)
- ◆ Provincial subsidy for falls and injury prevention. (20)

**Raw Food**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2019. (3)

**Other Accommodation**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2019. (20)

Subtotal (158)

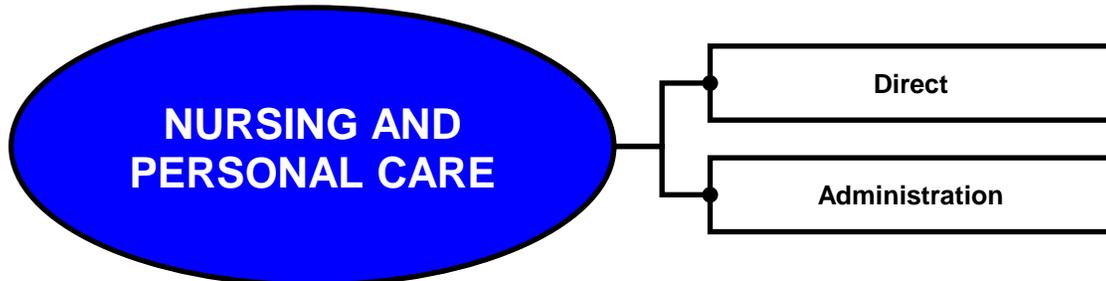
(183)

**Total Program Changes** 142



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**



**Purpose:**

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 198 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director, in collaboration with the Nurse Practitioner, ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

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

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 93.5  
2018 Full Time Staff = 93.5



## 2019 Program Detail

### Social Services - LTC & Services For Seniors (Fairview Lodge)

#### Performance Measurements:

##### Overview

- ◆ Fairview Lodge is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Fairview Lodge achieved a 4 year Accreditation with Exemplary Standing in 2018.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

##### Quality and Risk Management Indicators

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

##### Resource Utilization Groups (RUGS) Case Mix Index (CMI)

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Fairview Lodge has not been informed by the Province of its new CMI which will come into effect April 1, 2019. The current CMI of 96.48 will remain in effect until March 31, 2019. No change in the CMI is projected for April 1, 2019.



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Fairview Lodge continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Fairview Lodge.

		<b>Fairview Lodge</b>
	2018 Target	99.5%
	2018 Estimated Actual	99.0%
	2019 Target	99.5%

**Annual Resident and Family Overall Satisfaction with Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Fairview Lodge's 2018 survey results showed a 93 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Fairview's results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Fairview Lodge has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

**Performance Measurements (continued):**

**Hours of Nursing and Personal Care per Resident per Day**

<b>Fairview Lodge Paid Hours</b>	
2018 Target	3.43
2018 Estimated Actual	3.43
2019 Target	3.44

- ◆ Fairview Lodge is committed to providing the highest quality of care to its residents. The staffing dollars enable Fairview Lodge to provide 3.44 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Fairview Lodge staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

**Per Diem**

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

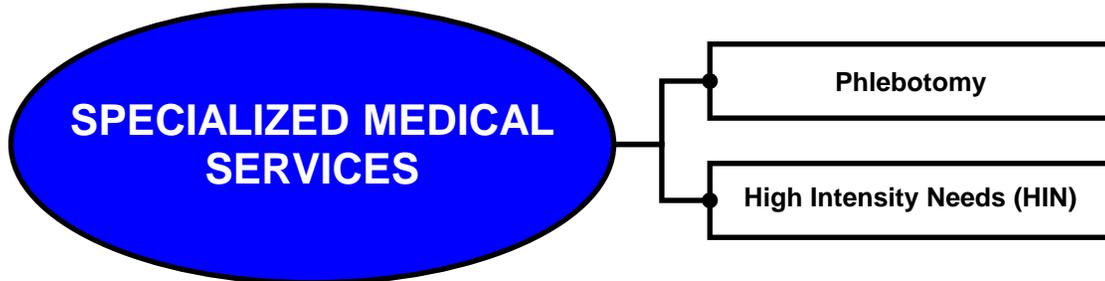
<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	13,455	12,931	13,250	-	13,250
Personnel Related	75	75	5	-	5
Supplies	1	5	5	-	5
Medical Care	346	351	351	-	351
Computer Maintenance & Operations	-	1	1	-	1
Materials & Services	2	9	9	-	9
Professional Services	48	48	48	-	48
Minor Assets & Equipment	12	12	21	-	21
<b>Gross Operating Expenses</b>	<b>13,939</b>	<b>13,432</b>	<b>13,690</b>	<b>-</b>	<b>13,690</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	36	36
Replacement	101	101	45	106	151
<b>Total Tangible Capital Assets</b>	<b>101</b>	<b>101</b>	<b>45</b>	<b>142</b>	<b>187</b>
<b>Total Expenses</b>	<b>14,040</b>	<b>13,533</b>	<b>13,735</b>	<b>142</b>	<b>13,877</b>
<b>Revenues</b>					
Provincial Subsidy	(7,397)	(7,418)	(7,480)	(105)	(7,585)
<b>Total Revenues</b>	<b>(7,397)</b>	<b>(7,418)</b>	<b>(7,480)</b>	<b>(105)</b>	<b>(7,585)</b>
<b>Net Program Expenses</b>	<b>6,643</b>	<b>6,115</b>	<b>6,255</b>	<b>37</b>	<b>6,292</b>

## PROGRAM 2 SPECIALIZED MEDICAL SERVICES



### 2019 Program Detail

### Social Services - LTC & Services For Seniors (Fairview Lodge)



#### Purpose:

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

#### Description of Program Activities:

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. This service is a cost shared service.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

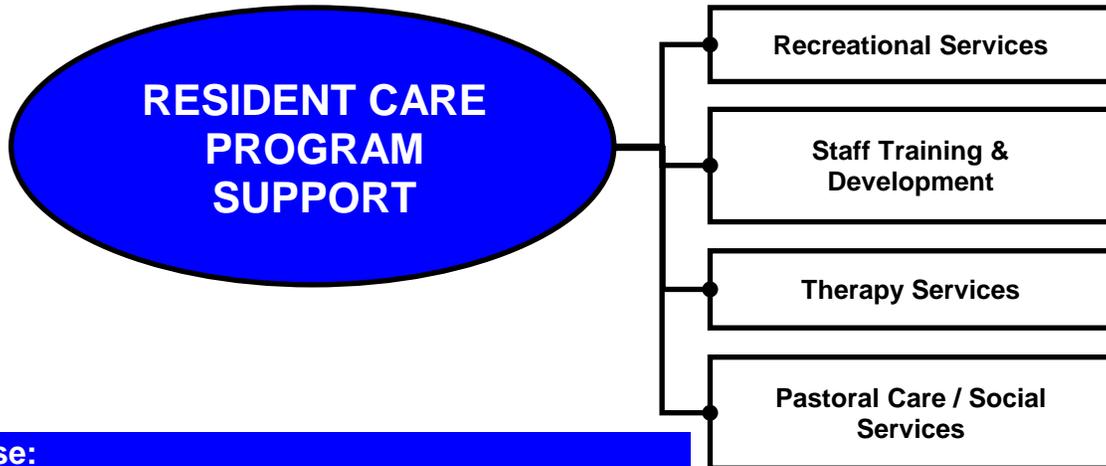
<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	530	-	-	-	-
Medical Care	31	54	54	-	54
Materials & Services	2	-	-	-	-
<b>Total Expenses</b>	<b>563</b>	<b>54</b>	<b>54</b>	<b>-</b>	<b>54</b>
<b>Revenues</b>					
Provincial Subsidy	(505)	(50)	(50)	-	(50)
<b>Total Revenues</b>	<b>(505)</b>	<b>(50)</b>	<b>(50)</b>	<b>-</b>	<b>(50)</b>
<b>Net Program Expenses</b>	<b>58</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>4</b>

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2019 Program Detail

## Social Services - LTC & Services For Seniors (Fairview Lodge)



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 198 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Fairview Lodge provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2019 Program Detail

## Social Services - LTC & Services For Seniors (Fairview Lodge)

### Description of Program Activities (continued):

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 11.0      New Position: 1 Recreation Programmer  
2018 Full Time Staff = 10.0

### Performance Measurements:

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2019 Program Detail**

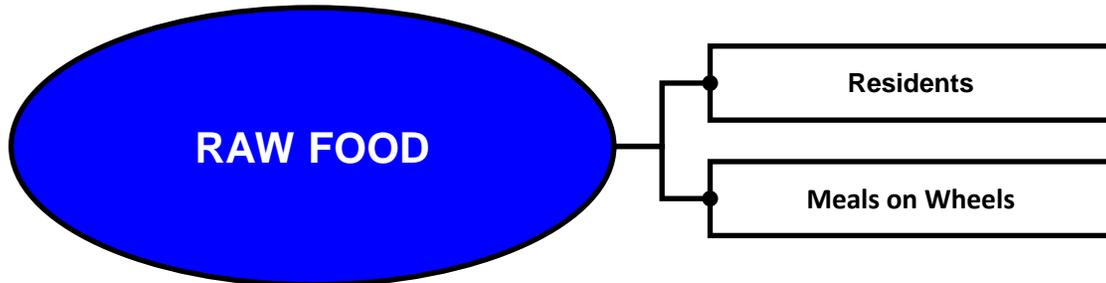
**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,167	1,230	1,268	36	1,304
Personnel Related	-	1	1	-	1
Communications	-	2	2	-	2
Supplies	77	76	76	-	76
Medical Care	15	-	-	20	20
Materials & Services	6	16	16	-	16
Professional Services	163	161	164	-	164
Minor Assets & Equipment	5	5	-	-	-
<b>Gross Operating Expenses</b>	<b>1,433</b>	<b>1,491</b>	<b>1,527</b>	<b>56</b>	<b>1,583</b>
<b>Tangible Capital Assets</b>					
Replacement	5	5	-	-	-
<b>Total Tangible Capital Assets</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,438</b>	<b>1,496</b>	<b>1,527</b>	<b>56</b>	<b>1,583</b>
<b>Revenues</b>					
Provincial Subsidy	(891)	(874)	(881)	(30)	(911)
Sundry Revenue	(4)	(7)	(8)	-	(8)
<b>Total Revenues</b>	<b>(895)</b>	<b>(881)</b>	<b>(889)</b>	<b>(30)</b>	<b>(919)</b>
<b>Net Program Expenses</b>	<b>543</b>	<b>615</b>	<b>638</b>	<b>26</b>	<b>664</b>



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

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

**Historical Diet Levels  
Number of Residents**

	<b>2017</b>	<b>2018</b>
High Nutritional Risk	105	109
Texture Modified (e.g. minced, pureed)	68	97
Therapeutic (e.g. diabetic, renal, gluten free)	94	42
Nutritional Supplements	80	73

Statistical information in the above table provided by Fairview Lodge

- ◆ As the above table shows, Fairview Lodge continues to have a large number of residents requiring specialized diets. The 2018 figures indicate that 55 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Fairview Lodge resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 20 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Fairview Lodge resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals for the outreach program "Meals on Wheels". As the nutritional needs of the community are also changing the number of special diets required for participants of the Meals on Wheels program has grown.

**Performance Measurements:**

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2019 Program Detail**

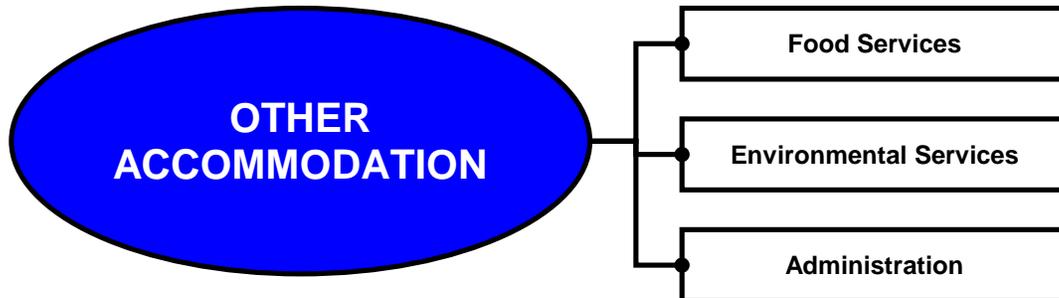
**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Food	976	978	998	-	998
Medical Care	1	9	9	-	9
<b>Total Expenses</b>	<b>977</b>	<b>987</b>	<b>1,007</b>	<b>-</b>	<b>1,007</b>
<b>Revenues</b>					
Provincial Subsidy	(670)	(653)	(689)	(3)	(692)
Fees & Service Charges	(80)	(78)	(79)	-	(79)
<b>Total Revenues</b>	<b>(750)</b>	<b>(731)</b>	<b>(768)</b>	<b>(3)</b>	<b>(771)</b>
<b>Net Program Expenses</b>	<b>227</b>	<b>256</b>	<b>239</b>	<b>(3)</b>	<b>236</b>



2019 Program Detail

Social Services - LTC & Services  
For Seniors (Fairview Lodge)



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2019 Program Detail

## Social Services - LTC & Services For Seniors (Fairview Lodge)

### Description of Program Activities (continued):

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal, with an emphasis where possible on local foods.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Electronic Resident Record Meal Metrics Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 46.0
- ◆ 2018 Full Time Staff = 46.0

### Performance Measurements:

- ◆ Fairview Lodge has 198 beds which is equivalent to 72,270 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	5,867	5,824	5,988	-	5,988
Personnel Related	68	58	58	-	58
Communications	49	72	72	-	72
Supplies	220	193	193	-	193
Utilities	515	646	675	-	675
Medical Care	8	40	40	-	40
Computer Maintenance & Operations	49	81	80	22	102
Materials & Services	414	481	482	-	482
Buildings & Grounds Operations	483	475	460	-	460
Equipment Maintenance & Repairs	163	165	164	-	164
Vehicle Operations	-	2	2	-	2
Debt Charges	1,020	1,020	1,020	-	1,020
Professional Services	3	9	9	-	9
Financial Expenses	31	31	32	-	32
Minor Assets & Equipment	20	20	-	-	-
Major Repairs & Renovations	-	-	-	105	105
<b>Operating Expenses Subtotal</b>	<b>8,910</b>	<b>9,117</b>	<b>9,275</b>	<b>127</b>	<b>9,402</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works-Ajax WSP-Labour Charge	2	4	4	-	4
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>4</b>
<b>Gross Operating Expenses</b>	<b>8,912</b>	<b>9,121</b>	<b>9,279</b>	<b>127</b>	<b>9,406</b>
<b>Tangible Capital Assets</b>					
Replacement	49	49	116	-	116
<b>Total Tangible Capital Assets</b>	<b>49</b>	<b>49</b>	<b>116</b>	<b>-</b>	<b>116</b>
<b>Total Expenses</b>	<b>8,961</b>	<b>9,170</b>	<b>9,395</b>	<b>127</b>	<b>9,522</b>

**PROGRAM 5  
OTHER ACCOMMODATION**



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Fairview Lodge)**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(1,388)	(1,424)	(1,368)	(20)	(1,388)
Resident Fees - Basic and Preferred Accommodation	(4,529)	(4,460)	(4,562)	(25)	(4,587)
Other Revenue - Cable TV	(27)	(30)	(30)	-	(30)
<b>Total Revenues</b>	<b>(5,944)</b>	<b>(5,914)</b>	<b>(5,960)</b>	<b>(45)</b>	<b>(6,005)</b>
<b>Net Program Expenses</b>	<b>3,017</b>	<b>3,256</b>	<b>3,435</b>	<b>82</b>	<b>3,517</b>

TANGIBLE CAPITAL ASSETS - NEW



**2019 Program Detail**

Social Services - LTC & Services For Seniors (Fairview Lodge)

Description		Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>			\$	\$
<b>Nursing and Personal Care - Program 1</b>				
1	Tablets	7	2,750	19,250
2	Tablets	28	610	17,080
				<b>36,330</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2019 Program Detail

Social Services - LTC & Services For  
Seniors (Fairview Lodge)

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b>Nursing and Personal Care - Program 1</b>			
1 Specialty Surfaces	2	2,500	5,000
2 Hi-Low Beds	16	2,500	40,000
3 Ceiling Lifts, heads and bar	33	3,225	106,425
			151,425
<b>Other Accommodation - Program 5</b>			
4 Desktop Computers and Monitors	2	950	1,900
5 Laptop Computers	9	1,500	13,500
6 Tablets	2	1,400	2,800
7 Hatch Carts for Food Transport	5	2,600	13,000
8 Wanderguard system enhancement	1	25,000	25,000
9 Laundry Delivery Carts	8	1,250	10,000
10 Floor Machine/Scrubber	1	15,000	15,000
11 Cleaning Carts/mopping system	10	2,000	20,000
12 Floor Machines	2	2,000	4,000
13 Furniture for Resident Home Areas	10	1,055	10,550
			115,750
			<b>267,175</b>

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## PROGRAM SUMMARY



# 2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	20,144	19,157	19,747	177	19,924
2 Specialized Medical Services	187	75	75	-	75
3 Resident Care Program Support (RCPS)	1,536	1,577	1,686	75	1,761
4 Raw Food	1,902	1,838	1,911	-	1,911
5 Other Accommodation					
Administration	1,355	1,271	1,296	34	1,330
Debt Charges	835	836	835	-	835
Food Services	3,483	3,247	3,330	2	3,332
Environmental Services	5,273	5,638	5,667	-	5,667
Other Accommodation Subtotal	10,946	10,992	11,128	36	11,164
<b>Operating Subtotal</b>	<b>34,715</b>	<b>33,639</b>	<b>34,547</b>	<b>288</b>	<b>34,835</b>
<b>Tangible Capital Assets:</b>					
1 New - NPC	-	-	-	62	62
5 New - Other Accommodation	330	330	-	-	-
1 Replacement - NPC	197	198	194	34	228
5 Replacement - Other Accommodation	92	92	69	270	339
5 Contribution from Reserve / Reserve Fund	-	-	-	(270)	(270)
<b>Tangible Capital Assets Subtotal</b>	<b>619</b>	<b>620</b>	<b>263</b>	<b>96</b>	<b>359</b>
<b>Total Program Expenses</b>	<b>35,334</b>	<b>34,259</b>	<b>34,810</b>	<b>384</b>	<b>35,194</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(7,642)	(7,472)	(7,615)	(75)	(7,690)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(11,463)	(11,489)	(11,675)	(164)	(11,839)
2 Specialized Medical Services	(176)	(70)	(70)	-	(70)
3 Resident Care Program Support	(1,351)	(1,325)	(1,335)	(46)	(1,381)
4 Raw Food	(1,015)	(990)	(1,045)	(5)	(1,050)
5 Other Accommodation	(1,291)	(1,366)	(1,293)	(31)	(1,324)
<b>Provincial Subsidy Subtotal</b>	<b>(15,296)</b>	<b>(15,240)</b>	<b>(15,418)</b>	<b>(246)</b>	<b>(15,664)</b>

## PROGRAM SUMMARY

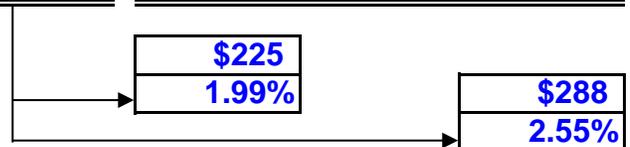


### 2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Other Revenue:</b>					
1 Nursing and Personal Care	(8)	(6)	(6)	-	(6)
3 Resident Care Program Support	(7)	(7)	(7)	-	(7)
4 Raw Food	(173)	(177)	(181)	-	(181)
5 Other Accommodation	(54)	(54)	(55)	-	(55)
<b>Other Revenue Subtotal</b>	<b>(242)</b>	<b>(244)</b>	<b>(249)</b>	<b>-</b>	<b>(249)</b>
<b>Total Revenue Programs</b>	<b>(23,180)</b>	<b>(22,956)</b>	<b>(23,282)</b>	<b>(321)</b>	<b>(23,603)</b>
<b>Net Program Expenses</b>	<b>12,154</b>	<b>11,303</b>	<b>11,528</b>	<b>63</b>	<b>11,591</b>

#### Summary of Increase (Decrease)



#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	677	Economic increases
Salaries & Benefits	222	Annualization - 6 positions
Salaries & Benefits	53	Annualization - Part-time RN staffing
Operating Expenses	(24)	Utility savings
Operating Expenses	80	Inflationary increases (other)
Operating Expenses	(99)	Remove one-time item (various)
Inter-department Recovery	(1)	Inflationary increases
Tangible Capital Assets - New	(330)	Remove one-time items (various)
Tangible Capital Assets - Replacement	(27)	Remove one-time items (various)
Revenue from Residents	(143)	Provincial funding formula
Provincial Subsidy	(178)	Provincial funding formula
Other Revenue	(5)	Inflationary increase
	<b>225</b>	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

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

(\$,000's)

### Nursing and Personal Care (NPC)

◆ New Positions: 4 Health Care Aides (HCA), effective July 1, 2019, 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 \$290k)	145
◆ Position Reclassification: 1 Resident Care Coordinator to 1 Supervisor of Non-Clinical Operations, 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.	(33)
◆ Education & Training: One-time Increase for training costs related to the new Electronic Health Record system.	65
	177

### Resident Care Program Support (RCPS)

#### Recreation Services

◆ Increase Part-time hours for Recreation Programmers to have a more effective shadow model and improve programming for residents.	20
◆ Professional Services: Increase for a music/art therapist to provide specialized programming to residents.	25
	Subtotal 45

#### Falls Prevention

◆ Medical Equipment: Increase for medical equipment to help reduce the number of falls and promote increased mobility and enhanced safety for residents. 100% funded by new Provincial Subsidy.	30
	Subtotal 30
	75

### Other Accommodation

#### Administration

◆ Hardware and Software Maintenance: One-time increase for Connexall upgrade.	34
	Subtotal 34

#### Food Services

◆ Increase Part-time hours for a Cook to align budget with actual hours/costs.	2
	Subtotal 2
	36

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

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

(\$,000's)

#### Tangible Capital Assets

**New**

♦ Nursing and Personal Care: Point of Care Tablets		62
	Subtotal	62

**Replacement**

♦ Nursing and Personal Care: Shower Chairs		24
♦ Nursing and Personal Care: Hi-Low Beds		10
♦ Other Accommodation: Fire Alarm System upgrade		270
♦ Contribution from Reserve / Reserve Fund to fund the Fire Alarm System upgrade		(270)
	Subtotal	34

96

#### Revenues

**Revenue from Residents**

**Other Accommodation**

♦ Preferred Accommodation: Increase to reflect actual and anticipated revenues.		(75)
	Subtotal	(75)

**Provincial Subsidy**

**Nursing and Personal Care**

♦ Anticipated 2 per cent increase in per diem funding effective April 1, 2019.		(164)
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**Resident Care Program Support**

♦ Anticipated 2 per cent increase in per diem funding effective April 1, 2019.		(16)
♦ Provincial subsidy for falls and injury prevention.		(30)

**Raw Food**

♦ Anticipated 1 per cent increase in per diem funding effective July 1, 2019.		(5)
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**Other Accommodation**

♦ Anticipated 1 per cent increase in per diem funding effective July 1, 2019.		(31)
	Subtotal	(246)

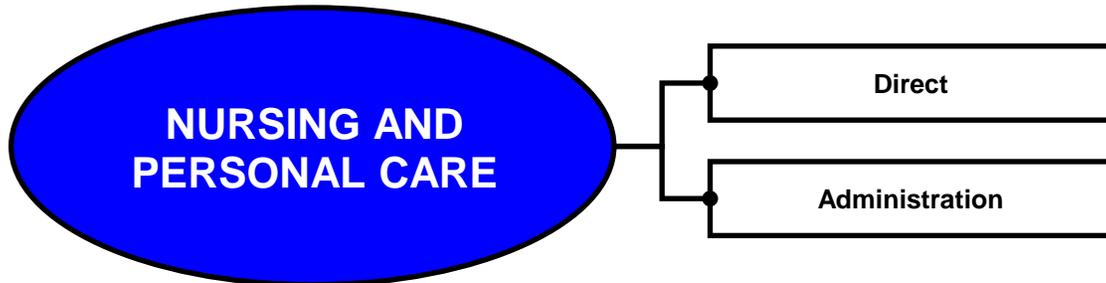
(321)

**Total Program Changes 63**



**2019 Program Detail**

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



**Purpose:**

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 300 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2019 Program Detail

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

### Description of Program Activities (continued):

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 133.6      New Positions: 4 Health Care Aides  
2018 Full Time Staff = 129.6



## 2019 Program Detail

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

#### Performance Measurements:

##### Overview

- ◆ Hillsdale Estates is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Hillsdale Estates achieved a 4 year Accreditation with Exemplary Standing in 2018.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

##### Quality and Risk Management Indicators

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

##### Resource Utilization Groups (RUGS) Case Mix Index (CMI)

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Hillsdale Estates has not been informed by the Province of its new CMI which will come into effect April 1, 2019. The current CMI of 1.0003 will remain in effect until March 31, 2019. No change in the CMI is projected for April 1, 2019.



**2019 Program Detail**

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

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Hillsdale Estates continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Hillsdale Estates.

		<b>Hillsdale Estates</b>
	2018 Target	99.5%
	2018 Estimated Actual	99.4%
	2019 Target	99.5%

**Annual Resident and Family Overall Satisfaction With Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Customer Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Hillsdale Estates' 2018 survey results showed a 87 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Hillsdale Estates' results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Hillsdale Estates has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2019 Program Detail

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

### Performance Measurements (continued):

#### Hours of Nursing and Personal Care per Resident per Day

<b>Hillsdale Estates Paid Hours</b>	
2018 Target	3.19
2018 Estimated Actual	3.22
2019 Target	3.23

- ◆ Hillsdale Estates is committed to providing the highest quality of care to its residents. The staffing dollars enable Hillsdale Estates to provide 3.23 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Hillsdale Estates staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site quality council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

#### Per Diem

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2019 Program Detail**

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

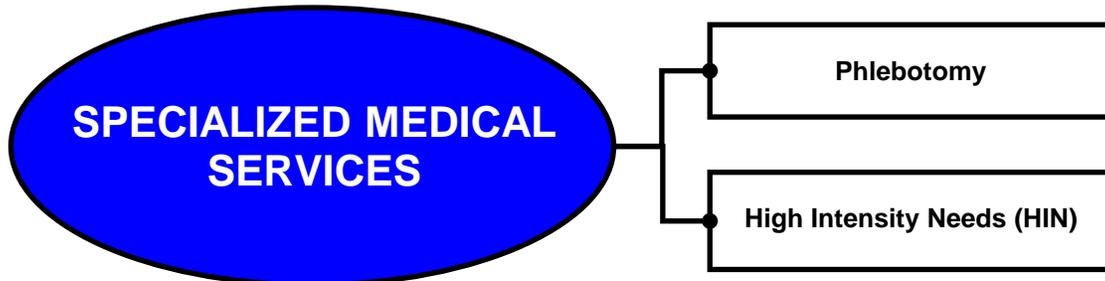
Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	19,567	18,602	19,273	112	19,385
Personnel Related	90	98	17	65	82
Supplies	22	36	37	-	37
Medical Care	396	351	350	-	350
Materials & Services	-	1	1	-	1
Professional Services	69	69	69	-	69
<b>Gross Operating Expenses</b>	<b>20,144</b>	<b>19,157</b>	<b>19,747</b>	<b>177</b>	<b>19,924</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	62	62
Replacement	197	198	194	34	228
<b>Total Tangible Capital Assets</b>	<b>197</b>	<b>198</b>	<b>194</b>	<b>96</b>	<b>290</b>
<b>Total Expenses</b>	<b>20,341</b>	<b>19,355</b>	<b>19,941</b>	<b>273</b>	<b>20,214</b>
<b>Revenues</b>					
Provincial Subsidy	(11,463)	(11,489)	(11,675)	(164)	(11,839)
Sundry Revenue	(8)	(6)	(6)	-	(6)
<b>Total Revenues</b>	<b>(11,471)</b>	<b>(11,495)</b>	<b>(11,681)</b>	<b>(164)</b>	<b>(11,845)</b>
<b>Net Program Expenses</b>	<b>8,870</b>	<b>7,860</b>	<b>8,260</b>	<b>109</b>	<b>8,369</b>

## PROGRAM 2 SPECIALIZED MEDICAL SERVICES



### 2019 Program Detail

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



#### Purpose:

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

#### Description of Program Activities:

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. This service is a cost shared service.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2019 Program Detail**

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

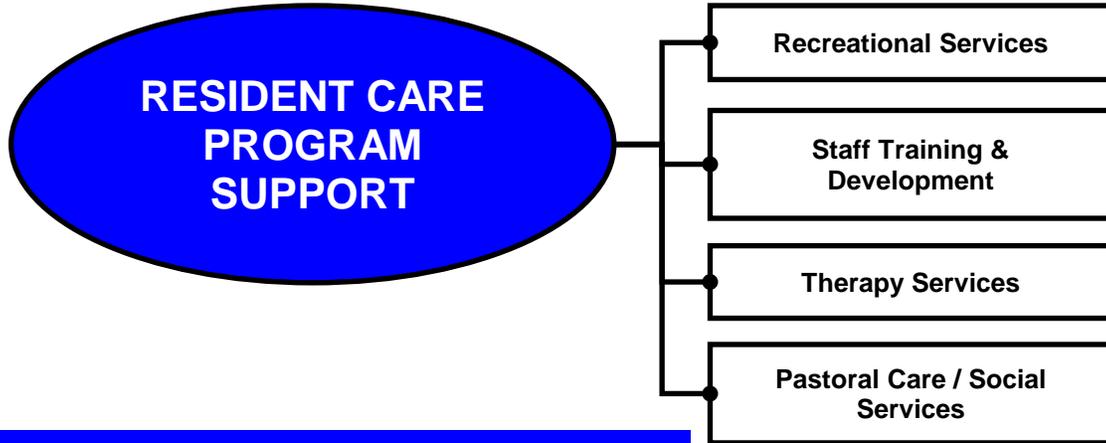
<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	135	-	-	-	-
Medical Care	37	65	65	-	65
Materials & Services	15	10	10	-	10
<b>Total Expenses</b>	<b>187</b>	<b>75</b>	<b>75</b>	<b>-</b>	<b>75</b>
<b>Revenues</b>					
Provincial Subsidy	(176)	(70)	(70)	-	(70)
<b>Total Revenues</b>	<b>(176)</b>	<b>(70)</b>	<b>(70)</b>	<b>-</b>	<b>(70)</b>
<b>Net Program Expenses</b>	<b>11</b>	<b>5</b>	<b>5</b>	<b>-</b>	<b>5</b>

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2019 Program Detail

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



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 300 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and weekends for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Hillsdale Estates provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.

## PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



### 2019 Program Detail

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

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

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

#### Description of Program Resources:

- ◆ 2019 Full Time Staff = 14.0  
2018 Full Time Staff = 14.0

#### Performance Measurements:

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2019 Program Detail**

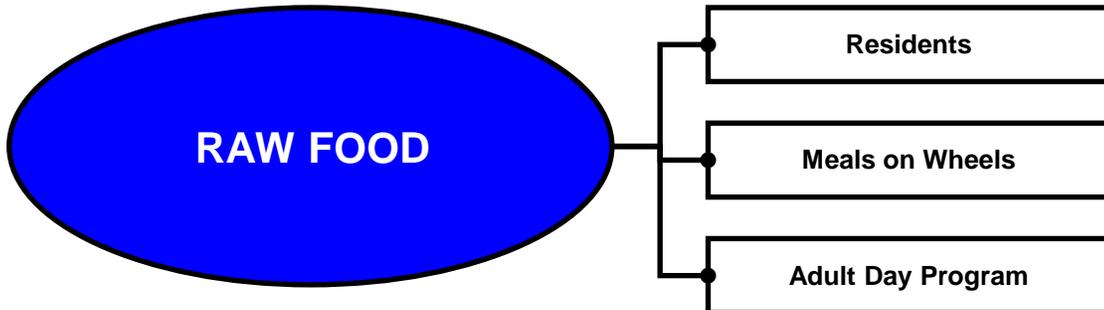
**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,172	1,263	1,368	20	1,388
Communications	4	4	4	-	4
Supplies	65	65	65	-	65
Medical Care	23	-	-	30	30
Materials & Services	25	1	1	-	1
Professional Services	247	244	248	25	273
<b>Total Expenses</b>	<b>1,536</b>	<b>1,577</b>	<b>1,686</b>	<b>75</b>	<b>1,761</b>
<b>Revenues</b>					
Provincial Subsidy	(1,351)	(1,325)	(1,335)	(46)	(1,381)
Sundry Revenue	(7)	(7)	(7)	-	(7)
<b>Total Revenues</b>	<b>(1,358)</b>	<b>(1,332)</b>	<b>(1,342)</b>	<b>(46)</b>	<b>(1,388)</b>
<b>Net Program Expenses</b>	<b>178</b>	<b>245</b>	<b>344</b>	<b>29</b>	<b>373</b>



**2019 Program Detail**

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



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



**2019 Program Detail**

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

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

**Historical Diet Levels  
Number of Residents**

	<b>2017</b>	<b>2018</b>
High Nutritional Risk	157	148
Texture Modified (e.g. minced, pureed)	156	135
Therapeutic (e.g. diabetic, renal, gluten free)	121	101
Nutritional Supplements	111	108

Statistical information in the above table provided by Hillsdale Estates

- ◆ As the above table shows, Hillsdale Estates continues to have a large number of residents requiring specialized diets. The 2018 figures indicate that 49 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Hillsdale Estates resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 45 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Hillsdale Estates resident while controlling raw food expenditures.
- ◆ In addition to resident need, the home provides meals for the outreach program "Meals on Wheels" on a cost recovery basis. As the nutritional needs of the community are also changing the number of special diets required for participants of the Meals on Wheels program has grown.
- ◆ Meals and snacks are provided to clients of the Adult Day Program at Hillsdale Estates on a cost recovery basis.

**Performance Measurements:**

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2019 Program Detail**

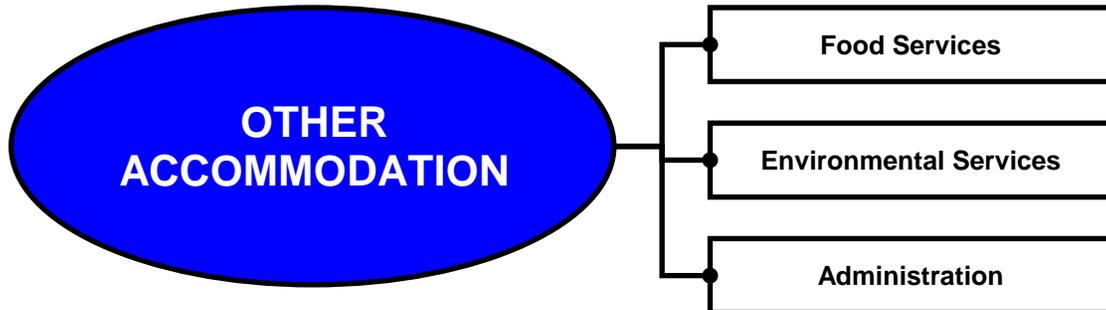
**Social Services - LTC & Services  
For Seniors (Hillsdale Estates)**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Food	1,914	1,849	1,923	-	1,923
Medical Care	12	13	13	-	13
<b>Operating Expenses Subtotal</b>	<b>1,926</b>	<b>1,862</b>	<b>1,936</b>	<b>-</b>	<b>1,936</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(24)	(24)	(25)	-	(25)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(24)</b>	<b>(24)</b>	<b>(25)</b>	<b>-</b>	<b>(25)</b>
<b>Total Expenses</b>	<b>1,902</b>	<b>1,838</b>	<b>1,911</b>	<b>-</b>	<b>1,911</b>
<b>Revenues</b>					
Provincial Subsidy	(1,015)	(990)	(1,045)	(5)	(1,050)
Fees & Service Charges	(167)	(172)	(175)	-	(175)
Sundry Revenue	(6)	(5)	(6)	-	(6)
<b>Total Revenues</b>	<b>(1,188)</b>	<b>(1,167)</b>	<b>(1,226)</b>	<b>(5)</b>	<b>(1,231)</b>
<b>Net Program Expenses</b>	<b>714</b>	<b>671</b>	<b>685</b>	<b>(5)</b>	<b>680</b>



2019 Program Detail

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



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2019 Program Detail

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

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

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal, with an emphasis where possible on local foods.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Electronic Resident Record Meal Metrics Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

#### Description of Program Resources:

- ◆ 2019 Full Time Staff = 61.94
- ◆ 2018 Full Time Staff = 61.94



**2019 Program Detail**

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

**Performance Measurements:**

- ◆ Hillsdale Estates has 300 beds which is equivalent to 109,500 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2019 Program Detail**

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

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	7,656	7,298	7,474	2	7,476
Personnel Related	80	75	75	-	75
Communications	47	62	62	-	62
Supplies	352	356	356	-	356
Utilities	811	1,101	1,077	-	1,077
Medical Care	13	31	31	-	31
Computer Maintenance & Operations	62	120	121	34	155
Materials & Services	418	471	472	-	472
Buildings & Grounds Operations	500	457	439	-	439
Equipment Maintenance & Repairs	147	159	159	-	159
Vehicle Operations	12	13	13	-	13
Debt Charges	835	836	835	-	835
Professional Services	3	3	3	-	3
Financial Expenses	38	38	39	-	39
<b>Operating Expenses Subtotal</b>	<b>10,974</b>	<b>11,020</b>	<b>11,156</b>	<b>36</b>	<b>11,192</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(28)	(28)	(28)	-	(28)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(28)</b>	<b>(28)</b>	<b>(28)</b>	<b>-</b>	<b>(28)</b>
<b>Gross Operating Expenses</b>	<b>10,946</b>	<b>10,992</b>	<b>11,128</b>	<b>36</b>	<b>11,164</b>
<b>Tangible Capital Assets</b>					
New	330	330	-	-	-
Replacement	92	92	69	270	339
Contribution from Reserve / Reserve Fund	-	-	-	(270)	(270)
<b>Total Tangible Capital Assets</b>	<b>422</b>	<b>422</b>	<b>69</b>	<b>-</b>	<b>69</b>
<b>Total Expenses</b>	<b>11,368</b>	<b>11,414</b>	<b>11,197</b>	<b>36</b>	<b>11,233</b>

**PROGRAM 5  
OTHER ACCOMMODATION**



**2019 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(1,291)	(1,366)	(1,293)	(31)	(1,324)
Resident Fees - Basic & Preferred Accommodation	(7,642)	(7,472)	(7,615)	(75)	(7,690)
Other Revenue - Cable TV	(54)	(54)	(55)	-	(55)
<b>Total Revenues</b>	<b>(8,987)</b>	<b>(8,892)</b>	<b>(8,963)</b>	<b>(106)</b>	<b>(9,069)</b>
<b>Net Program Expenses</b>	<b>2,381</b>	<b>2,522</b>	<b>2,234</b>	<b>(70)</b>	<b>2,164</b>

TANGIBLE CAPITAL ASSETS - NEW



**2019 Program Detail**

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		\$	\$
<b>Nursing and Personal Care - Program 1</b>			
1 Point of Care Tablets	12	2,750	33,000
2 Point of Care Tablets	48	610	29,280
			<u><u>62,280</u></u>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2019 Program Detail

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b>Nursing and Personal Care - Program 1</b>			
1 Shower Chairs	2	12,000	24,000
2 Shower Chairs	4	12,000	48,000
3 Hi-Low Beds	4	2,500	10,000
4 Hi-Low Beds	26	2,500	65,000
5 Ceiling Lifts	13	5,127	66,650
6 Surfaces (Mattresses)	7	2,000	14,000
			<u>227,650</u>
<b>Other Accommodation - Program 5</b>			
7 Desktop Computers and Monitors	3	950	2,850
8 Laptop Computers - Standard	13	1,500	19,500
9 Laptop Computers - Carbon (including docking stations)	3	2,400	7,200
10 Tablets	5	1,400	7,000
11 Printers	1	2,300	2,300
12 Retherm Unit	1	20,000	20,000
13 Transportation Wagons	5	2,000	10,000
14 Fire Alarm System Upgrade	1	270,000	270,000
			<u>338,850</u>
			<b>566,500</b>

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**HILLSDALE TERRACES**

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## PROGRAM SUMMARY



# 2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	12,753	12,356	12,737	122	12,859
2 Specialized Medical Services	50	50	50	-	50
3 Resident Care Program Support (RCPS)	1,243	1,268	1,299	93	1,392
4 Raw Food	1,141	1,148	1,180	-	1,180
5 Other Accommodation					
Administration	1,250	1,143	1,165	20	1,185
Debt Charges	3,434	3,434	3,434	-	3,434
Food Services	2,617	2,553	2,630	9	2,639
Environmental Services	3,958	4,088	4,054	20	4,074
Other Accommodation Subtotal	11,259	11,218	11,283	49	11,332
<b>Operating Subtotal</b>	<b>26,446</b>	<b>26,040</b>	<b>26,549</b>	<b>264</b>	<b>26,813</b>
<b>Tangible Capital Assets:</b>					
1 New - NPC	-	-	-	37	37
5 New - Other Accommodation	335	335	-	-	-
1 Replacement - NPC	118	118	67	-	67
3 Replacement - RCPS	3	3	-	-	-
5 Replacement - Other Accommodation	117	117	118	70	188
5 Contribution from Reserve / Reserve Fund	-	-	-	(70)	(70)
<b>Tangible Capital Assets Subtotal</b>	<b>573</b>	<b>573</b>	<b>185</b>	<b>37</b>	<b>222</b>
<b>Total Program Expenses</b>	<b>27,019</b>	<b>26,613</b>	<b>26,734</b>	<b>301</b>	<b>27,035</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(4,735)	(4,698)	(4,740)	(25)	(4,765)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(7,405)	(7,422)	(7,540)	(106)	(7,646)
2 Specialized Medical Services	(47)	(47)	(47)	-	(47)
3 Resident Care Program Support	(900)	(884)	(890)	(31)	(921)
4 Raw Food	(677)	(660)	(696)	(3)	(699)
5 Other Accommodation	(898)	(897)	(901)	(20)	(921)
<b>Provincial Subsidy Subtotal</b>	<b>(9,927)</b>	<b>(9,910)</b>	<b>(10,074)</b>	<b>(160)</b>	<b>(10,234)</b>

## PROGRAM SUMMARY

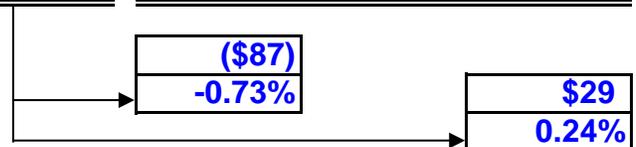


### 2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Other Revenue:</b>					
1 Nursing and Personal Care	(12)	(4)	(4)	-	(4)
3 Resident Care Program Support	(5)	(4)	(5)	-	(5)
4 Raw Food	(49)	(41)	(41)	-	(41)
5 Other Accommodation	(37)	(37)	(38)	-	(38)
<b>Other Revenue Subtotal</b>	<b>(103)</b>	<b>(86)</b>	<b>(88)</b>	<b>-</b>	<b>(88)</b>
<b>Total Revenue Programs</b>	<b>(14,765)</b>	<b>(14,694)</b>	<b>(14,902)</b>	<b>(185)</b>	<b>(15,087)</b>
<b>Net Program Expenses</b>	<b>12,254</b>	<b>11,919</b>	<b>11,832</b>	<b>116</b>	<b>11,948</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	550	Economic increases
Salaries & Benefits	37	Annualization - 1 position
Salaries & Benefits	53	Annualization - part time RN staffing
Operating Expenses	57	Inflationary increases
Operating Expenses	(89)	Remove one-time items (various)
Minor Assets & Equipment	(29)	Remove one-time items (various)
Major Repairs & Renovations	(70)	Remove one-time items (various)
Tangible Capital Assets - New	(335)	Remove one-time items (various)
Tangible Capital Assets - Replacement	(53)	Remove one-time items (various)
Revenue from Residents	(42)	Provincial funding formula
Provincial Subsidy	(164)	Provincial funding formula
Other Revenue	(2)	Inflationary increases
	<b>(87)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

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

(\$,000's)

#### Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> <li>◆ New Position: 1 Registered Nurse (RN), effective July 1, 2019. The home received funding in 2018 to create a new RN position to increase supports to residents with growing complexity of needs and improve overall quality of care. Position is offset by conversion of PT RN hours which were added in 2018. (Annualized cost is \$131k)</li> <li>◆ Decrease Part-time hours for RN related to the conversion of part-time RN to full-time as noted above.</li> <li>◆ New Position: 1 Health Care Aide (HCA), effective July 1, 2019, to support the increased complexity of care of residents and meet their medical, psychological, physical and social needs. (Annualized cost is \$72k)</li> <li>◆ Increase Part-time hours for HCA (0.4 FTE). Resident care requirements are the same seven days per week, therefore, for every full-time position, the home requires an additional 2 shifts per week (0.4 FTE) in order for coverage to be maintained.</li> <li>◆ Education &amp; Training: One-time Increase for training costs related to the new Electronic Health Record system.</li> </ul>	<p>65</p> <p>(53)</p> <p>36</p> <p>28</p> <p>46</p> <hr style="border: 0.5px solid black;"/> <p>122</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"> <li>◆ Position Transfer and Reclassification: 1 vacant Food Service Aide from Food Services and reclassification to Recreation Programmer. This position had no funding attached to it in the 2018 budget. This position is required to expand recreation programming on the secured unit. This is a specialized unit, providing care to the most complex residents and increased recreational programming will further engage residents in more meaningful, tailored activities.</li> </ul>	<p>73</p>
Subtotal	<hr style="border: 0.5px solid black;"/> <p>73</p> <hr style="border: 0.5px solid black;"/>

##### **Falls Prevention**

<ul style="list-style-type: none"> <li>◆ Medical Equipment: Increase for medical equipment to help reduce the number of falls and promote increased mobility and enhanced safety for residents. 100% funded by new Provincial Subsidy.</li> </ul>	<p>20</p>
Subtotal	<hr style="border: 0.5px solid black;"/> <p>20</p> <hr style="border: 0.5px solid black;"/>
<hr style="border: 0.5px solid black;"/> <p>93</p> <hr style="border: 0.5px solid black;"/>	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

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

(\$,000's)

### Other Accommodation

**Home Administration**

◆	Hardware and Software Maintenance: One-time increase for Connexall upgrade.	20
	Subtotal	20

**Food Services**

◆	Position Transfer: 1 vacant Food Service Aide to Recreation Services. This position had no funding attached to it in the 2018 budget.	-
◆	Minor Assets & Equipment: Stainless steel carts.	9
	Subtotal	9

**Environmental Services**

◆	Building Maintenance: Increase for jet wash/scope for servery and main kitchen drains.	10
◆	Major Repairs & Renovations: Parking lot repairs.	10
	Subtotal	20
		49

### Tangible Capital Assets

**New**

◆	Nursing and Personal Care - Point of Care Tablets	37
	Subtotal	37

**Replacement**

◆	Other Accommodation - Fire Alarm Panel Upgrade	70
◆	Contribution from Reserve / Reserve Fund to fund the Fire Alarm Panel upgrade	(70)
	Subtotal	-
		37

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

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

(\$,000's)

#### 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, 2019. (106)

**Resident Care Program Support**

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2019. (11)
- ◆ Provincial subsidy for falls and injury prevention. (20)

**Raw Food**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2019. (3)

**Other Accommodation**

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2019. (20)

Subtotal (160)

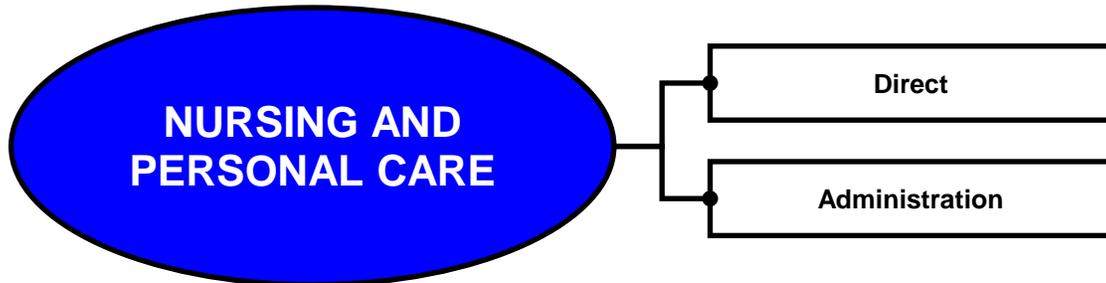
(185)

**Total Program Changes** 116



**2019 Program Detail**

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



**Purpose:**

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 200 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



**2019 Program Detail**

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

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

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 90.4      New Position: 1 Health Care Aide, 1 Registered Nurse  
2018 Full Time Staff = 88.4



**2019 Program Detail**

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

**Performance Measurements:**

**Overview**

- ◆ Hillsdale Terraces is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Hillsdale Terraces achieved a 4 year Accreditation with Exemplary Standing in 2018.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

**Resource Utilization Groups (RUGS) Case Mix Index (CMI)**

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Hillsdale Terraces has not been informed by the Province of its new CMI which will come into effect April 1, 2019. The current CMI of 96.12 will remain in effect until March 31, 2019. No change in the CMI is projected for April 1, 2019.



**2019 Program Detail**

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

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Hillsdale Terraces continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Hillsdale Terraces.

		<b>Hillsdale Terraces</b>
	2018 Target	99.5%
	2018 Estimated Actual	99.1%
	2019 Target	99.5%

**Annual Resident and Family Overall Satisfaction with Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Hillsdale Terraces' 2018 survey results showed a 88 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Hillsdale Terraces' results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Hillsdale Terraces has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2019 Program Detail

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

### Performance Measurements (continued):

#### Hours of Nursing and Personal Care per Resident per Day

<b>Hillsdale Terraces Paid Hours</b>	
2018 Target	3.14
2018 Estimated Actual	3.18
2019 Target	3.21

- ◆ Hillsdale Terraces is committed to providing the highest quality of care to its residents. The staffing dollars enable Hillsdale Terraces to provide 3.21 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Hillsdale Terraces staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

#### Per Diem

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2019 Program Detail**

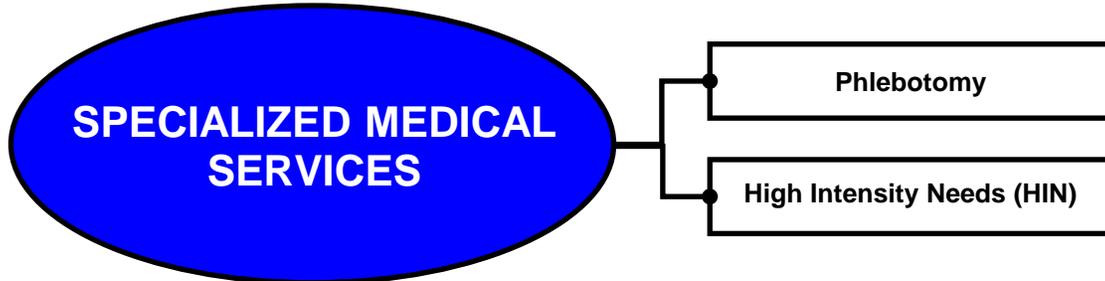
**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	12,344	11,898	12,349	76	12,425
Personnel Related	74	80	10	46	56
Medical Care	287	330	330	-	330
Professional Services	48	48	48	-	48
<b>Gross Operating Expenses</b>	<b>12,753</b>	<b>12,356</b>	<b>12,737</b>	<b>122</b>	<b>12,859</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	37	37
Replacement	118	118	67	-	67
<b>Total Tangible Capital Assets</b>	<b>118</b>	<b>118</b>	<b>67</b>	<b>37</b>	<b>104</b>
<b>Total Expenses</b>	<b>12,871</b>	<b>12,474</b>	<b>12,804</b>	<b>159</b>	<b>12,963</b>
<b>Revenues</b>					
Provincial Subsidy	(7,405)	(7,422)	(7,540)	(106)	(7,646)
Sundry Revenue	(12)	(4)	(4)	-	(4)
<b>Total Revenues</b>	<b>(7,417)</b>	<b>(7,426)</b>	<b>(7,544)</b>	<b>(106)</b>	<b>(7,650)</b>
<b>Net Program Expenses</b>	<b>5,454</b>	<b>5,048</b>	<b>5,260</b>	<b>53</b>	<b>5,313</b>



**2019 Program Detail**

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



**Purpose:**

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

**Description of Program Activities:**

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is increasingly necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. This service is a cost shared service.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2019 Program Detail**

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

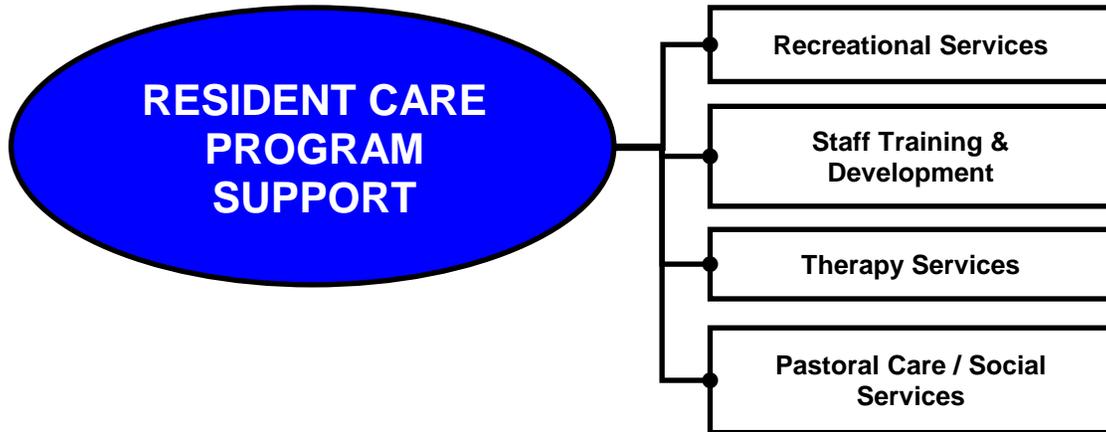
<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Medical Care	46	43	43	-	43
Materials & Services	4	7	7	-	7
<b>Total Expenses</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>50</b>
<b>Revenues</b>					
Provincial Subsidy	(47)	(47)	(47)	-	(47)
<b>Total Revenues</b>	<b>(47)</b>	<b>(47)</b>	<b>(47)</b>	<b>-</b>	<b>(47)</b>
<b>Net Program Expenses</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2019 Program Detail

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



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 200 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during the evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Hillsdale Terraces provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2019 Program Detail

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

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

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

#### Description of Program Resources:

- ◆ 2019 Full Time Staff = 10.0      Position Transfer and Reclassification: 1 Food Service Aide from Food Services and reclassify to a Recreation Programmer.
- ◆ 2018 Full Time Staff = 9.0

#### Performance Measurements:

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2019 Program Detail**

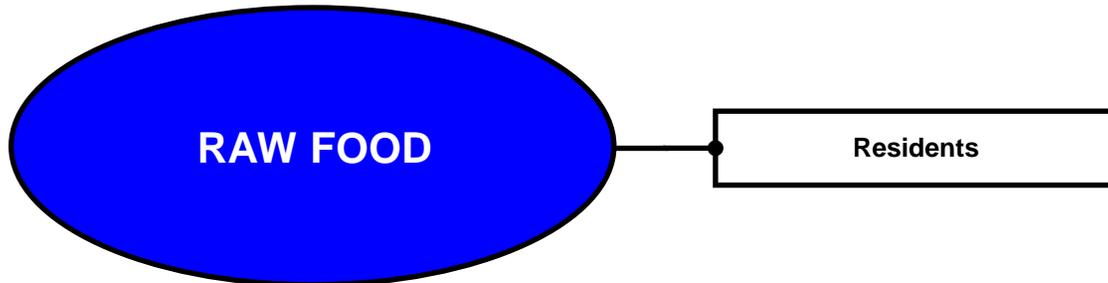
**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,001	1,041	1,068	73	1,141
Communications	2	5	5	-	5
Supplies	60	60	60	-	60
Medical Care	15	-	-	20	20
Professional Services	165	162	166	-	166
<b>Gross Operating Expenses</b>	<b>1,243</b>	<b>1,268</b>	<b>1,299</b>	<b>93</b>	<b>1,392</b>
<b>Tangible Capital Assets</b>					
Replacement	3	3	-	-	-
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,246</b>	<b>1,271</b>	<b>1,299</b>	<b>93</b>	<b>1,392</b>
<b>Revenues</b>					
Provincial Subsidy	(900)	(884)	(890)	(31)	(921)
Sundry Revenue	(5)	(4)	(5)	-	(5)
<b>Total Revenues</b>	<b>(905)</b>	<b>(888)</b>	<b>(895)</b>	<b>(31)</b>	<b>(926)</b>
<b>Net Program Expenses</b>	<b>341</b>	<b>383</b>	<b>404</b>	<b>62</b>	<b>466</b>



**2019 Program Detail**

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



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.

**Historical Diet Levels  
Number of Residents**

	<b>2017</b>	<b>2018</b>
High Nutritional Risk	95	102
Texture Modified (e.g. minced, pureed)	54	50
Therapeutic (e.g. diabetic, renal, gluten free)	46	43
Nutritional Supplements	53	41

Statistical information in the above table provided by Hillsdale Terraces

- ◆ As the above table shows, Hillsdale Terraces continues to have a large number of residents requiring specialized diets. The 2018 figures indicate that 51 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Hillsdale Terraces resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 21 per cent require total assistance.



## **2019 Program Detail**

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

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

- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Hillsdale Terraces resident while controlling raw food expenditures.

### **Performance Measurements:**

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2019 Program Detail**

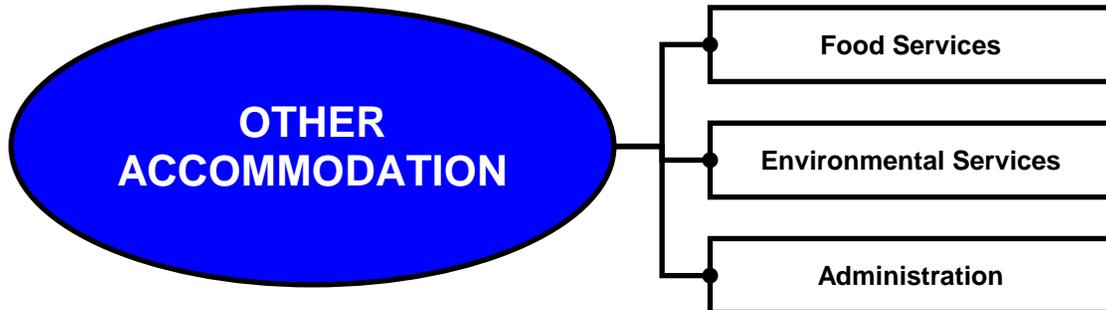
**Social Services - LTC & Services  
For Seniors (Hillsdale Terraces)**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Food	1,171	1,170	1,171	-	1,171
Medical Care	-	9	9	-	9
<b>Operating Expenses Subtotal</b>	<b>1,171</b>	<b>1,179</b>	<b>1,180</b>	<b>-</b>	<b>1,180</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children Services - Meals	(30)	(31)	-	-	-
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(30)</b>	<b>(31)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,141</b>	<b>1,148</b>	<b>1,180</b>	<b>-</b>	<b>1,180</b>
<b>Revenues</b>					
Provincial Subsidy	(677)	(660)	(696)	(3)	(699)
Fees & Service Charges	(49)	(41)	(41)	-	(41)
<b>Total Revenues</b>	<b>(726)</b>	<b>(701)</b>	<b>(737)</b>	<b>(3)</b>	<b>(740)</b>
<b>Net Program Expenses</b>	<b>415</b>	<b>447</b>	<b>443</b>	<b>(3)</b>	<b>440</b>



2019 Program Detail

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



Purpose:

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

Description of Program Activities:

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2019 Program Detail

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

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

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal, with an emphasis where possible on local foods.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Electronic Resident Record Meal Metrics Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

#### Description of Program Resources:

- ◆ 2019 Full Time Staff = 43.0      Position Transfer: 1 Food Service Aide to Recreation Services  
2018 Full Time Staff = 44.0



**2019 Program Detail**

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

**Performance Measurements:**

- ◆ Hillsdale Terraces has 200 beds which is equivalent to 73,000 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2019 Program Detail**

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

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	5,945	5,666	5,828	-	5,828
Personnel Related	58	58	58	-	58
Communications	39	99	99	-	99
Supplies	168	209	209	-	209
Utilities	600	666	662	-	662
Medical Care	37	26	25	-	25
Computer Maintenance & Operations	56	78	77	20	97
Materials & Services	283	307	307	-	307
Buildings & Grounds Operations	393	448	430	10	440
Equipment Maintenance & Repairs	144	125	125	-	125
Debt Charges	3,434	3,434	3,434	-	3,434
Professional Services	3	3	3	-	3
Financial Expenses	25	25	26	-	26
Minor Assets & Equipment	29	29	-	9	9
Major Repairs & Renovations	70	70	-	10	10
<b>Operating Expenses Subtotal</b>	<b>11,284</b>	<b>11,243</b>	<b>11,283</b>	<b>49</b>	<b>11,332</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Children's Services	(25)	(25)	-	-	-
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(25)</b>	<b>(25)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Gross Operating Expenses</b>	<b>11,259</b>	<b>11,218</b>	<b>11,283</b>	<b>49</b>	<b>11,332</b>
<b>Tangible Capital Assets</b>					
New	335	335	-	-	-
Replacement	117	117	118	70	188
Contribution From Reserve/Reserve Fund	-	-	-	(70)	(70)
<b>Total Tangible Capital Assets</b>	<b>452</b>	<b>452</b>	<b>118</b>	<b>-</b>	<b>118</b>
<b>Total Expenses</b>	<b>11,711</b>	<b>11,670</b>	<b>11,401</b>	<b>49</b>	<b>11,450</b>

**PROGRAM 5  
OTHER ACCOMMODATION**



**2019 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(898)	(897)	(901)	(20)	(921)
Resident Fees - Basic & Preferred Accommodation	(4,735)	(4,698)	(4,740)	(25)	(4,765)
Other Revenue - Cable TV	(37)	(37)	(38)	-	(38)
<b>Total Revenues</b>	<b>(5,670)</b>	<b>(5,632)</b>	<b>(5,679)</b>	<b>(45)</b>	<b>(5,724)</b>
<b>Net Program Expenses</b>	<b>6,041</b>	<b>6,038</b>	<b>5,722</b>	<b>4</b>	<b>5,726</b>

TANGIBLE CAPITAL ASSETS - NEW



2019 Program Detail

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

Description		Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>			\$	\$
<b>Nursing and Personal Care - Program 1</b>				
1	Tablets	8	2,750	22,000
2	Tablets	24	610	14,640
				<b>36,640</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2019 Program Detail

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

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b>Nursing and Personal Care - Program 1</b>			
1 Ceiling Lifts	16	3,125	50,000
2 Bath Tub	1	17,000	17,000
			67,000
<b>Other Accommodation - Program 5</b>			
3 Desktop Computers and Monitors	2	950	1,900
4 Laptops	8	1,500	12,000
5 Laptops	4	2,400	9,600
6 Tablets	1	1,400	1,400
7 Printers	2	1,250	2,500
8 Water/Ice Machine	1	14,000	14,000
9 Fire Panel Upgrade	1	70,000	70,000
10 Concrete work /Retaining Wall/Gazebo	1	76,500	76,500
			187,900
			<b>254,900</b>

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## PROGRAM SUMMARY



# 2019 Business Plan

## Social Services - LTC & Services For Seniors (Lakeview Manor)

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	9,271	9,597	9,861	184	10,045
2 Specialized Medical Services	33	45	45	-	45
3 Resident Care Program Support (RCPS)	1,463	1,417	1,446	15	1,461
4 Raw Food	701	736	750	-	750
5 Other Accommodation					
Administration	828	856	873	15	888
Debt Charges	2,593	2,593	2,593	-	2,593
Food Services	1,753	1,726	1,774	17	1,791
Environmental Services	2,875	3,005	3,032	-	3,032
Other Accommodation Subtotal	8,049	8,180	8,272	32	8,304
<b>Operating Subtotal</b>	<b>19,517</b>	<b>19,975</b>	<b>20,374</b>	<b>231</b>	<b>20,605</b>
<b>Tangible Capital Assets:</b>					
1 New - NPC	-	-	-	23	23
1 Replacement - NPC	48	48	62	195	257
3 Replacement - RCPS	10	10	-	-	-
5 Replacement - Other Accommodation	31	31	52	-	52
<b>Tangible Capital Assets Subtotal</b>	<b>89</b>	<b>89</b>	<b>114</b>	<b>218</b>	<b>332</b>
<b>Total Program Expenses</b>	<b>19,606</b>	<b>20,064</b>	<b>20,488</b>	<b>449</b>	<b>20,937</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(3,444)	(3,343)	(3,428)	(30)	(3,458)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(5,603)	(5,634)	(5,685)	(79)	(5,764)
2 Specialized Medical Services	(31)	(42)	(42)	-	(42)
3 Resident Care Program Support	(671)	(658)	(663)	(23)	(686)
4 Raw Food	(504)	(491)	(519)	(3)	(522)
5 Other Accommodation	(711)	(756)	(706)	(15)	(721)
<b>Provincial Subsidy Subtotal</b>	<b>(7,520)</b>	<b>(7,581)</b>	<b>(7,615)</b>	<b>(120)</b>	<b>(7,735)</b>

# PROGRAM SUMMARY

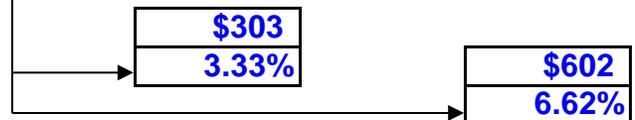


## 2019 Business Plan

## Social Services - LTC & Services For Seniors (Lakeview Manor)

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Other Revenue:</b>					
3 Resident Care Program Support	(2)	(3)	(4)	-	(4)
4 Raw Food	(37)	(25)	(25)	-	(25)
5 Other Accommodation	(25)	(25)	(26)	-	(26)
<b>Other Revenue Subtotal</b>	<b>(64)</b>	<b>(53)</b>	<b>(55)</b>	<b>-</b>	<b>(55)</b>
<b>Total Revenue Programs</b>	<b>(11,028)</b>	<b>(10,977)</b>	<b>(11,098)</b>	<b>(150)</b>	<b>(11,248)</b>
<b>Net Program Expenses</b>	<b>8,578</b>	<b>9,087</b>	<b>9,390</b>	<b>299</b>	<b>9,689</b>

### Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	377	Economic increases
Salaries & Benefits	37	Annualization - 1 position
Salaries & Benefits	53	Annualization - part time RN staffing
Operating Expenses	27	Inflationary increases
Operating Expenses	(70)	Remove one-time items
Minor Assets & Equipment	(25)	Remove one-time items (various)
Tangible Capital Assets - Replacement	25	Increased requirements
Revenue from Residents	(85)	Provincial funding formula
Provincial Subsidy	(34)	Provincial funding formula
Other Revenue	(2)	Inflationary increases
	<b>303</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Social Services - LTC & Services For Seniors (Lakeview Manor)

(\$,000's)

#### Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> <li>◆ New Position: 1 Registered Nurse (RN), effective July 1, 2019. The home received funding in 2018 to create a new RN position to increase ability to provide supports to residents with growing complexity of needs and improve overall quality of care. Position is offset by conversion of PT RN hours which were added in 2018. (Annualized cost is \$122k)</li> <li>◆ Decrease Part-time hours for RN related to the conversion of Part-time RN to Full-time as noted above.</li> <li>◆ New Positions: 2 Health Care Aides (HCA), effective July 1, 2019, 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 \$145k).</li> <li>◆ Increase Part-time hours for HCA. Resident care requirements are the same seven days per week, therefore, for every full-time position, the home requires an additional 2 shifts per week (0.4 FTE) in order for coverage to be maintained.</li> <li>◆ Increase Part-time hours for 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.</li> </ul>	<p>61</p> <p>(53)</p> <p>73</p> <p>43</p> <p>60</p> <hr style="border: 0.5px solid black;"/> <p>184</p>
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#### Resident Care Program Support (RCPS)

##### Falls Prevention

<ul style="list-style-type: none"> <li>◆ Medical Equipment: Increase for medical equipment to help reduce the number of falls and promote increased mobility and enhanced safety for residents. 100% funded by new Provincial Subsidy.</li> </ul>	<p>15</p> <hr style="border: 0.5px solid black;"/> <p>15</p>
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#### Other Accommodation

##### Administration

<ul style="list-style-type: none"> <li>◆ Hardware and Software Maintenance: One-time increase for Connexall upgrade.</li> </ul>	<p>15</p>
Subtotal	<hr style="border: 0.5px solid black;"/> <p>15</p>

##### Food Services

<ul style="list-style-type: none"> <li>◆ Minor Assets &amp; Equipment: Food Processor (\$8k), floor mixer attachments (\$5k), blenders (\$4k)</li> </ul>	<p>17</p>
Subtotal	<hr style="border: 0.5px solid black;"/> <p>17</p>
<hr style="border: 0.5px solid black;"/> <p>32</p>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Social Services - LTC & Services For Seniors (Lakeview Manor)

(\$,000's)

#### Tangible Capital Assets

**New**

◆ Nursing and Personal Care: Point of Care Tablets		23
	Subtotal	23

**Replacement**

◆ Nursing and Personal Care: Bath Tubs		100
◆ Nursing and Personal Care: Ceiling Lifts		65
◆ Nursing and Personal Care: Hi-Low beds		30
	Subtotal	195

218

#### Revenues

**Revenue from Residents**

**Other Accommodation**

◆ Preferred Accommodation: Increase to reflect actual and anticipated revenues.		(30)
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**Provincial Subsidy**

**Nursing and Personal Care**

◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2019.		(79)
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**Resident Care Program Support**

◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2019.		(8)
◆ Provincial subsidy for falls and injury prevention.		(15)

**Raw Food**

◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2019.		(3)
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**Other Accommodation**

◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2019.		(15)
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Subtotal (120)

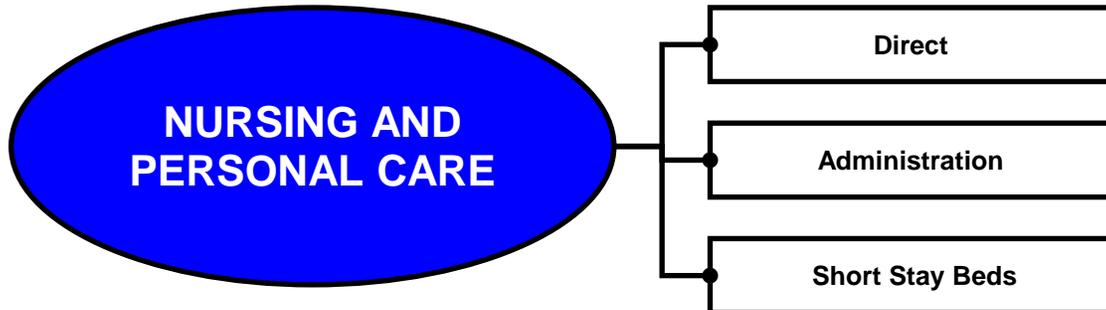
(150)

**Total Program Changes** 299



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**



**Purpose:**

- ◆ To provide 24 hour high quality medical, nursing and personal care, including risk management, for 149 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment. As a result of these complex resident care needs, this program must provide enhanced medical and nursing services. This program also provides administrative support to the nursing function.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ Residents receive skilled nursing services from Registered Nurses, Registered Practical Nurses, and Personal Support Workers 24 hours per day, 7 days per week, 365 days per year. In addition, the Medical Director, in collaboration with the Nurse Practitioner, ensures 24 hour coverage to the residents. Attending physicians visit regularly and are available for urgent calls. The objective of this level of service is to provide high quality, resident focused care and service in a manner that maintains public accountability and consumer confidence.
- ◆ Long Term Care Homes (LTCHs) continue to work with the Province in the further development of infection control practices and contingency plans as they relate to a potential pandemic. The overall reduction in the number of hospital acute care beds has also placed renewed emphasis on caring for residents in non-acute based settings such as LTCHs. The introduction of the LTCH Act 2007 (LTCHA) for which new regulations continue to be developed and implemented across the sector, the expanded role of the Local Health Integration Networks (LHINs) in operational funding, and the ongoing review of the funding envelopes by the Ministry of Health and Long-Term Care (MOHLTC) has created uncertainty around future funding methodology and changes to the present mandate for care and service delivery.
- ◆ A greater number of residents are being admitted to LTCHs throughout Ontario with multiple complex diagnoses such as dementia, Alzheimer's disease, congestive heart failure (CHF), renal disease, diabetes, and wound and skin ulcerations. These illnesses have a significant impact on the level of care necessary and provided by LTCHs. The homes also care for palliative care residents where previously their care requirements were handled by palliative care units at hospitals. There is also a shift toward LTCHs providing in-house intravenous therapy and complex wound management. Also impacting care and service delivery requirements is the increase in the admission of younger adults with complex, chronic debilitating medical conditions.



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

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

- ◆ In order to achieve the level of service required by the increasingly complex needs of the residents, a skilled, multi-disciplinary team of professionals is required. The enhanced role of the caregiver includes decision making based on assessment and individual needs of each resident as well as routine activities such as administering medications, treatments, completing all required documentation in a timely manner and assisting residents with and/or providing the care needed for their activities of daily living and responding to the LTCHA regulations, i.e. reporting of critical incidents. Specialized health care professionals are also needed to provide mandated care for residents such as ongoing comprehensive physical and psychosocial assessments, administering and monitoring alternative treatments such as tube feedings, caring for residents with special elimination needs (e.g. colostomies, urinary catheters), providing advanced skin and wound care treatment, managing agitated and aggressive behaviours and monitoring of oxygen therapy.
- ◆ The Behavioural Support Ontario (BSO) program is designed to enhance services for older adults with complex responsive behaviours associated with dementia, mental health, addictions and other neurological disorders.
- ◆ This program also includes effective management of infection control practices. A comprehensive infection control program is necessary to ensure that increasingly virulent 'super bugs' are controlled and that all staff are well educated in the area of infection control and that pandemic preparedness planning is in hand.
- ◆ With these shifting and complex needs, the staffing levels at each home must be continually modified in an attempt to maintain a balance between the quality of care, quantity of care and the available resources - both human and financial.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 72.5      New Positions: 2 Health Care Aides, 1 Registered Nurse  
2018 Full Time Staff = 69.5



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

**Performance Measurements:**

**Overview**

- ◆ Lakeview Manor is committed to a philosophy of continuous quality improvement, management of risk and the pursuit of excellence in how services and programs are delivered.
- ◆ An Integrated Quality Management Framework provides a model of quality management which addresses the many elements to be considered when supporting and directing the provision of care and services for residents, families, staff, volunteers, and other stakeholders.
- ◆ The home complies with the regulations and standards such as the requirements of the LTCHA, and the MOHLTC's Long Term Care Resident Quality Inspection Program.
- ◆ The LTCHs voluntarily participate in the Accreditation Canada Qmentum program, Health Quality Ontario's Resident's First Program and Canada Awards of Excellence. Lakeview Manor achieved a 4 year Accreditation with Exemplary Standing in 2018.
- ◆ LTC & Services for Seniors utilize a number of mechanisms to identify trends and patterns, learn from incidents, improve processes and systems, implement controls, and develop prevention strategies. Collection, review and analysis of process and outcome indicator data and identification of trends and benchmarking is done through LTC monthly and quarterly indicators, Municipal Benchmarking Network Canada (MBN Canada), Resident Assessment Instrument Minimum Data Set (RAI-MDS), Health Quality Ontario (HQO) Public Indicators and the Canadian Institute of Health Information.
- ◆ Programs are evaluated by the home against the MOHLTC inspection protocols and by consumers through annual satisfaction surveys to residents and families, staff, volunteers, and service providers.

**Quality and Risk Management Indicators**

- ◆ Performance measurements include: falls, restraints, pain, depression, medication errors, pressure ulcers, avoidable emergency department transfers and anti psychotic medication use. Some of these are public indicators which are sent to HQO.
- ◆ Program evaluations are completed annually for all clinical programs in accordance with the LTCHA and Regulations.
- ◆ Evaluation of the outcome of goals and objectives established for the Division is accomplished through regular review of the home and Divisional strategic plans and Quality Improvement Plans. Evaluation of quality improvement and risk management initiatives is shared through various means with staff, residents and families.

**Resource Utilization Groups (RUGS) Case Mix Index (CMI)**

- ◆ The Nursing and Personal Care (NPC) program is provincially subsidized on a per diem basis using a CMI. The Province has now moved to the RUGS for CMI calculation. Lakeview Manor has not been informed by the Province of its new CMI which will come into effect April 1, 2019. The current CMI of 96.47 will remain in effect until March 31, 2019. No change in the CMI is projected for April 1, 2019.



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

**Performance Measurements (continued):**

**Average Occupancy**

- ◆ Lakeview Manor continues to achieve an average occupancy rate greater than 97 per cent. There continues to be a lengthy wait list for resident admissions to Lakeview Manor.

		<b>Lakeview Manor</b>
	2018 Target	99.5%
	2018 Estimated Actual	98.9%
	2019 Target	99.5%

**Annual Resident and Family Overall Satisfaction with Care and Service Delivery**

- ◆ As part of the "Best Practice Approach", annual Resident Satisfaction surveys are sent out to residents and/or their family in the fall of each year. These surveys give the resident and their families the opportunity to rate different areas of service within the home and also give them an opportunity to voice issues or concerns. This increases resident/family involvement in problem solving. Lakeview Manor's 2018 survey results showed a 94 per cent satisfaction rate. The Division used the National Research - Long Stay Resident Experience survey, the preferred tool of Accreditation Canada and MOHLTC. Lakeview's results compare favourably to the national average (comparing over 175 LTCH) of 83.7 per cent.
- ◆ Areas of service covered in the survey include: Environmental Services, Physician Care, Nursing Care, Programs and Services, Food Services, Social and Spiritual Services, Administration and some other general questions.
- ◆ There is a review of survey content annually and it is revised as necessary to meet the need for clear information. Lakeview Manor has implemented a follow-up report of action for areas of service in response to the findings of the survey.
- ◆ All of the Region's homes share and compare findings for the purpose of using the "Best Practice Approach". There has also been implementation of Quality Councils, and Resident and Family Councils in all homes to monitor the improvement activities in each home. This has provided for more front-line staff involvement in making a difference.

# PROGRAM 1 NURSING AND PERSONAL CARE



## 2019 Program Detail

### Social Services - LTC & Services For Seniors (Lakeview Manor)

#### Performance Measurements (continued):

##### Hours of Nursing and Personal Care per Resident per Day

Lakeview Manor Paid Hours	
2018 Target	3.14
2018 Estimated Actual	3.14
2019 Target	3.18

- ◆ Lakeview Manor is committed to providing the highest quality of care to its residents. The staffing dollars enable Lakeview Manor to provide 3.18 hours of Nursing and Personal Care to each resident every day in addition to ensuring compliance with the mandatory training requirements under the LTCHA. Resources have been used to focus on continuing education and training not only to fulfill requirements under the Act, but also to develop a staff skill-set that consistently meets the Provincial level of care requirement.
- ◆ All mandatory programs are evaluated on an annual basis to ensure the goals of the programs as outlined in the LTCHA are fully achieved. Lakeview Manor staff have implemented a Continuous Quality Improvement (CQI) program coordinated through an on-site Quality Council, to improve the home's monitoring of indicator and outcome measures. With the increasing acuity of residents being admitted, it is critical to be proactive in addressing each resident's medical needs. Proactive care enables each resident to achieve a better quality of life.

##### Per Diem

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 1  
NURSING AND PERSONAL CARE**



**2019 Program Detail**

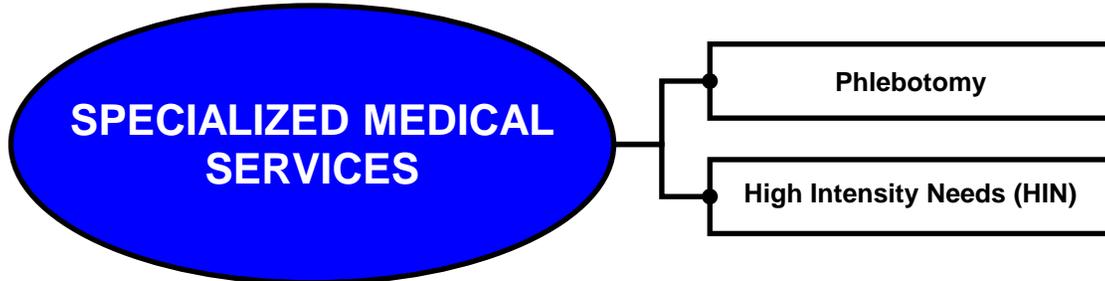
**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	8,991	9,278	9,604	184	9,788
Personnel Related	57	58	6	-	6
Medical Care	173	201	201	-	201
Materials & Services	2	10	10	-	10
Professional Services	38	40	40	-	40
Minor Assets & Equipment	10	10	-	-	-
<b>Gross Operating Expenses</b>	<b>9,271</b>	<b>9,597</b>	<b>9,861</b>	<b>184</b>	<b>10,045</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	23	23
Replacement	48	48	62	195	257
<b>Total Tangible Capital Assets</b>	<b>48</b>	<b>48</b>	<b>62</b>	<b>218</b>	<b>280</b>
<b>Total Expenses</b>	<b>9,319</b>	<b>9,645</b>	<b>9,923</b>	<b>402</b>	<b>10,325</b>
<b>Revenues</b>					
Provincial Subsidy	(5,603)	(5,634)	(5,685)	(79)	(5,764)
<b>Total Revenues</b>	<b>(5,603)</b>	<b>(5,634)</b>	<b>(5,685)</b>	<b>(79)</b>	<b>(5,764)</b>
<b>Net Program Expenses</b>	<b>3,716</b>	<b>4,011</b>	<b>4,238</b>	<b>323</b>	<b>4,561</b>



2019 Program Detail

Social Services - LTC & Services  
For Seniors (Lakeview Manor)



**Purpose:**

- ◆ To provide LTC residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home. This would help avoid the need for hospitalization and help with the bed shortages at the Province's Hospitals.

**Description of Program Activities:**

- ◆ In 1998, the MOHLTC developed a program in which homes can utilize funding to care for residents with high intensity needs. This funding provides for additional services and resources to be purchased by the facility to ensure best practice policies in caring for these residents.
- ◆ The High Intensity Needs program is funded under a claims-based structure, and is cost shared with the MOHLTC on a 95 per cent - 5 per cent basis.
- ◆ The home's staff have been trained to assure that staff have the knowledge and experience to tend to residents with skin and wound issues or any other special needs.
- ◆ Due to the age of the residents, their acuity levels and often compromised medical status, or end-stage disease processes treatment of these high intensity needs is necessary. This requires a continual flow of medical supplies.
- ◆ Phlebotomy service, funded through the MOHLTC, is capped at \$50 per scheduled visit, \$75 per unscheduled visit and \$5 per resident. If the home exceeds the threshold, a second phlebotomist is sent to the home and this \$50 cost is not covered by the MOHLTC. This service is now a cost shared service.

**PROGRAM 2  
SPECIALIZED MEDICAL SERVICES**



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

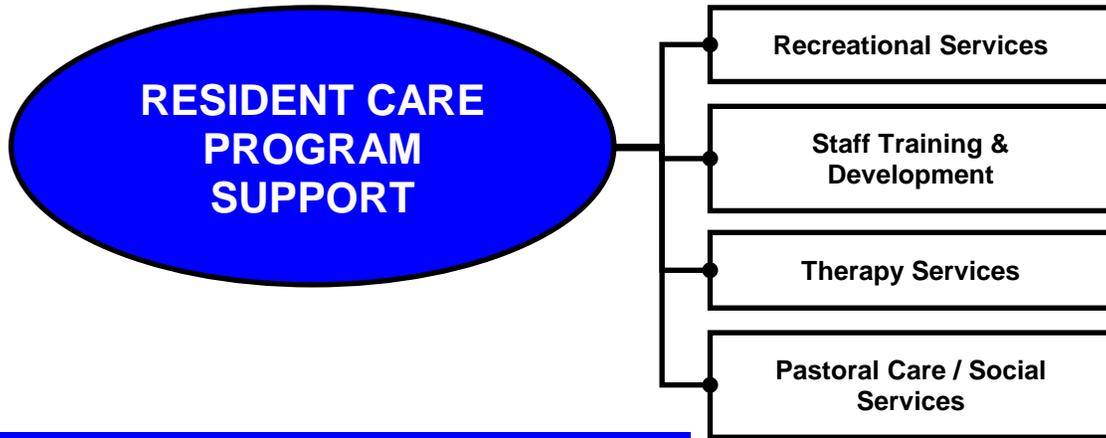
<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Medical Care	33	45	45	-	45
<b>Total Expenses</b>	<b>33</b>	<b>45</b>	<b>45</b>	<b>-</b>	<b>45</b>
<b>Revenues</b>					
Provincial Subsidy	(31)	(42)	(42)	-	(42)
<b>Total Revenues</b>	<b>(31)</b>	<b>(42)</b>	<b>(42)</b>	<b>-</b>	<b>(42)</b>
<b>Net Program Expenses</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>

# PROGRAM 3 RESIDENT CARE PROGRAM SUPPORT



## 2019 Program Detail

## Social Services - LTC & Services For Seniors (Lakeview Manor)



### Purpose:

- ◆ To enable all residents to achieve quality of life, and optimal health through meaningful experiences in Recreation and Therapy.
- ◆ To provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 149 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours. These programs and services are planned and delivered to meet Residents' Rights, and designed to meet the requirements outlined in the LTCH Act 2007 (LTCHA) and Reg 79/10, the Occupational Health and Safety (OHS) Act and other regulatory requirements. Resident Care Program Support also includes occupational health, safety, and wellness support and works with the other LTCH programs to establish good risk management and infection control practices. This program must also meet the needs of staff and volunteers related to training and development.
- ◆ This program supports Durham Region's Strategic Plan, Goal B: "Population Health and Quality of Life".

### Description of Program Activities:

- ◆ Collaboratively with other disciplines, Recreation and Therapy Services uses a systematic process of assessment, goal-setting, program/intervention development, individual and group facilitation, documentation, and evaluation.
- ◆ Programs are designed to promote independent functioning within the physical, emotional, mental, spiritual, behavioural and social domains.
- ◆ Recreational Services staff observe and respond to an increased demand for one-to-one recreational programs during all days, evenings and nights for residents with cognitive impairments.
- ◆ In addition to the recreational programming staff, Lakeview Manor provides access to physiotherapy and occupational therapy for residents. Qualified staff offer group programs to enhance mobility, physical and cognitive abilities and dexterity, such as exercise programs, walking programs and sensory stimulation.



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

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

- ◆ Through strong community partnerships, residents are given the opportunity to practice their religious and spiritual beliefs and to observe the requirements of those beliefs on an ongoing basis.
- ◆ With appropriate nursing and therapy interventions, improvements in the functional and self-care abilities of residents can enhance the quality of the resident's life. In order to accomplish this task, suitable nursing and therapy care must be available to intervene appropriately based on the needs of the individual resident as well as the general population. The increased focus on restorative care, along with shorter hospital stays, results in an increased need for more skilled and/or specialized staff to provide rehabilitative care.
- ◆ The Social Worker provides counseling for residents, families and staff; supports and provides input in care planning and problem solving; coordinates and supports palliative care services and organizes/conducts religious services including memorial services. The Social Worker also plays a key role in the admission process for residents and their families by helping them work through feelings of guilt, stress, confusion and anxiety when being asked to make decisions regarding care.
- ◆ On-going education and staff development is necessary to ensure that staff members are current in their knowledge and skill sets for the care and services of the medically complex, frail population served. Additionally, there are a significant number of training programs mandated under the LTCHA. These training programs are designed to improve quality of care for residents as identified in quality of care indicators of the Long-Term Care Home Service Accountability Agreement (L-SAA) regime and Health Quality Ontario indicators.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 9.0  
2018 Full Time Staff = 9.0

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 3  
RESIDENT CARE PROGRAM SUPPORT**



**2019 Program Detail**

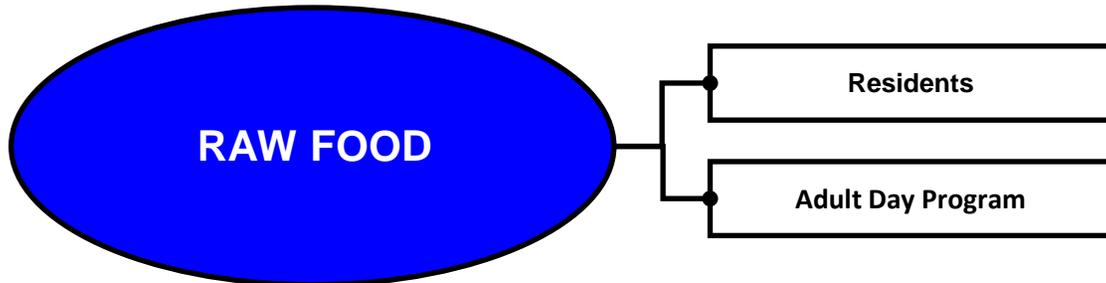
**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,251	1,223	1,260	-	1,260
Communications	5	4	4	-	4
Supplies	62	55	55	-	55
Medical Care	11	-	-	15	15
Materials & Services	1	4	4	-	4
Professional Services	123	121	123	-	123
Minor Assets & Equipment	10	10	-	-	-
<b>Gross Operating Expenses</b>	<b>1,463</b>	<b>1,417</b>	<b>1,446</b>	<b>15</b>	<b>1,461</b>
<b>Tangible Capital Assets</b>					
Replacement	10	10	-	-	-
<b>Total Tangible Capital Assets</b>	<b>10</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,473</b>	<b>1,427</b>	<b>1,446</b>	<b>15</b>	<b>1,461</b>
<b>Revenues</b>					
Provincial Subsidy	(671)	(658)	(663)	(23)	(686)
Sundry Revenue	(2)	(3)	(4)	-	(4)
<b>Total Revenues</b>	<b>(673)</b>	<b>(661)</b>	<b>(667)</b>	<b>(23)</b>	<b>(690)</b>
<b>Net Program Expenses</b>	<b>800</b>	<b>766</b>	<b>779</b>	<b>(8)</b>	<b>771</b>



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**



**Purpose:**

- ◆ This program primarily reflects the expenditure and subsidy associated with the provision of nutrition and food services for residents. This program is highly regulated by the MOHLTC. Ministry standards for the quality of food preparation and delivery to the resident are scrutinized closely during unannounced MOHLTC compliance reviews. Raw food services are also inspected regularly by Durham Region Public Health Inspectors.

**Description of Program Activities:**

- ◆ This program records the expenditures, and any revenue contributions, associated with the acquisition of raw food. The food preparation costs are included in the Other Accommodation envelope.
- ◆ Food consumption, for every resident, is carefully monitored to ensure the food being consumed meets each resident's individual requirement. A controlled and properly balanced meal plan can prevent skin problems, bowel and bladder problems, falls, infections and diseases.
- ◆ Residents meals are planned by the Food Service Supervisor and Registered Dietitian based on extensive assessment of the resident's nutritional needs. The quality and selection of food has increased over the years as a result of dietary research/findings and availability of special diets for residents.



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

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

**Historical Diet Levels  
Number of Residents**

	<b>2017</b>	<b>2018</b>
High Nutritional Risk	67	61
Texture Modified (e.g. minced, pureed)	53	56
Therapeutic (e.g. diabetic, renal, gluten free)	35	33
Nutritional Supplements	40	41

Statistical information in the above table provided by Lakeview Manor

- ◆ As the above table shows, Lakeview Manor continues to have a large number of residents requiring specialized diets. The 2018 figures indicate that 41 per cent of the residents are at High Nutritional Risk. The food items purchased, recipes created and menus served to each Lakeview Manor resident are monitored for their nutritional content. Nutritional supplements are also provided between meals. All residents require some level of assistance with feeding which may be as minimal as assisting in opening packets to total assistance with feeding. Approximately 35 per cent require total assistance.
- ◆ Dietary, food service and nursing staff work together, in a proactive manner, to monitor each resident's dietary needs. Feeding logs, resident notes, and schedules prepared by the nursing staff assist the clinical dietitian to understand and plan each resident's nutritional assessment, calorie count and menu/recipe nutritional strategy.
- ◆ The increasing complexity of nutritional care and food services management has resulted in a continual challenge for dietary and food service staff in providing optimal nutrition in the meal service provided to each Lakeview Manor resident while controlling raw food expenditures.
- ◆ Meals and snacks are provided to clients of the Adult Day Program on a cost recovery basis.

**Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 4  
RAW FOOD**



**2019 Program Detail**

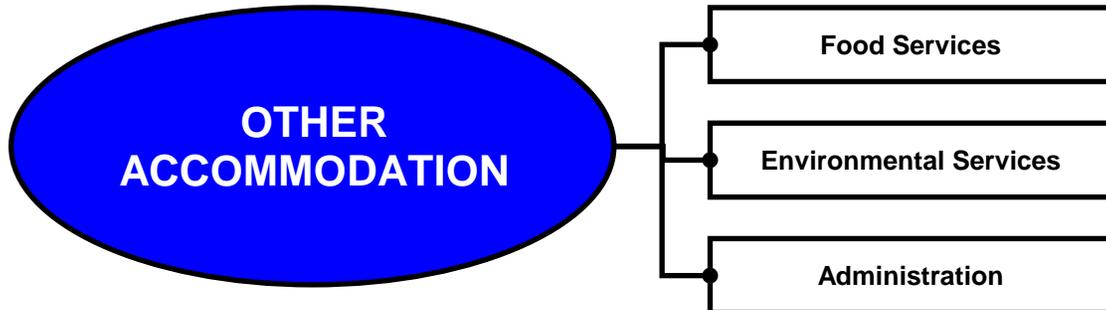
**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Food	703	731	745	-	745
Medical Care	-	7	7	-	7
<b>Operating Expenses Subtotal</b>	<b>703</b>	<b>738</b>	<b>752</b>	<b>-</b>	<b>752</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(2)	(2)	(2)	-	(2)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>-</b>	<b>(2)</b>
<b>Total Expenses</b>	<b>701</b>	<b>736</b>	<b>750</b>	<b>-</b>	<b>750</b>
<b>Revenues</b>					
Provincial Subsidy	(504)	(491)	(519)	(3)	(522)
Fees & Service Charges	(31)	(20)	(20)	-	(20)
Sundry Revenue	(6)	(5)	(5)	-	(5)
<b>Total Revenues</b>	<b>(541)</b>	<b>(516)</b>	<b>(544)</b>	<b>(3)</b>	<b>(547)</b>
<b>Net Program Expenses</b>	<b>160</b>	<b>220</b>	<b>206</b>	<b>(3)</b>	<b>203</b>



2019 Program Detail

Social Services - LTC & Services  
For Seniors (Lakeview Manor)



**Purpose:**

- ◆ This program is responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.
- ◆ This program supports Durham Region's Strategic Plan, Goal B : "Population Health and Quality of Life".

**Description of Program Activities:**

- ◆ The following factors are placing new complex care demands on LTC staff:
  - ◆ The admission of an older population and younger residents with complex disease diagnoses into LTCHs
  - ◆ The increasing resident acuity levels, often with multiple medical conditions
  - ◆ The increase in mental health issues and disease related to resident aggression
  - ◆ Early discharge procedures implemented by hospitals resulting in LTC staff providing outpatient procedures and treatments, and
  - ◆ A large number of residents at high nutritional risk resulting in increased nutritional intervention in such areas as assistance at meals and snacks, more complex therapeutic and modified texture diets and more frequent assessment and monitoring by registered staff and clinicians.
- ◆ Admission of the aging baby-boom population is expected to further increase the demands made on LTCHs.
- ◆ To handle these new complex care demands, the Other Accommodation envelope has three primary divisions: Food Services, Environmental Services and Administration.
- ◆ **Food Services:** The Food Services division is responsible for the preparation of meals and snacks served to residents in accordance with the LTCHA and Regulations and other legislative requirements such as Public Health. The challenges faced by this division are to provide optimal nutrition and client satisfaction with food services while controlling expenditures. The division operates 13 hours per day, 365 days per year and provides 3 meals, 3 snacks, nutritional supplements and food / beverages for resident programs and activities.



## 2019 Program Detail

### Social Services - LTC & Services For Seniors (Lakeview Manor)

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

- ◆ The increasing trend of residents with specialized diets has a direct impact on the complexity of work performed by the Food Services division. Specialized diets may require foods that are modified in nutrients (such as sodium, carbohydrate) and texture (minced or pureed). Qualified Food Services staff (Registered Dietitian and Food Service Supervisors) assess and monitor residents' nutritional status to ensure each resident is receiving the appropriate diet and nutrition interventions. The Food Services division develops (in consultation with residents) a seasonal 21 day cycle menu which includes choices of beverages, entrees, vegetables and desserts at each meal, with an emphasis where possible on local foods.
- ◆ Computer software is utilized in all facets of the Food Services division including: procurement, food production, menus, standardized recipes, menu cost reports and nutritional analysis. Nutrition assessments and documentation are completed utilizing the electronic resident record according to LTCHA regulations and the Divisional LTC & Social Services policies and procedures.
- ◆ **Environmental Services:** The primary objectives of the Environmental Services division are 1) Infection Prevention and Control through cleaning and disinfection, 2) provide a safe, secure and home-like environment, 3) conduct preventive maintenance programs, 4) repair and replacement of physical plant, and 5) laundry processing. LTCHs must care for residents whose immune defenses may be compromised by age, disease or trauma. Other services include waste management, grounds and building maintenance, and recycling.
- ◆ Residents with complex medical needs, frailty and advanced disease are susceptible to infections, incontinence (bowel and bladder) problems, falls, and disease. Environmental Services staff work with nursing, food service, recreation, and therapy staff, to provide clean linens, clean clothes and a clean (disinfected) living environment. The effective cleaning and sanitization of high contact surfaces on furniture, restrooms, resident rooms and common areas ensures a safe environment for residents, visitors and staff.
- ◆ **Administration:** The LTC & Services for Seniors administration staff work with other Corporate staff to identify and implement program efficiencies at the Region's LTCHs. Examples of technology efficiencies would be the nursing and business administration modules of the Electronic Resident Record Meal Metrics Health Information System that is intended to assist with dietary management and food service management.
- ◆ The Manager of Quality and Clinical Integration works with all the Homes to develop and revise divisional policies and procedures, identify and support best practices, on-going quality improvements, accreditation preparations, staff development and the performance measures implemented by the Municipal Benchmarking Network Canada (MBN Canada).
- ◆ The senior administrative management team leads the divisional staff through Continuous Quality Improvement (CQI) and risk management initiatives to ensure efficient and effective client-focused operations. Membership in AdvantAge Ontario enables the LTC & Services for Seniors division to provide and advocate for quality, not-for-profit long-term care.

#### Description of Program Resources:

- ◆ 2019 Full Time Staff = 30.98  
2018 Full Time Staff = 30.98



## **2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

### **Performance Measurements:**

- ◆ Lakeview Manor has 149 beds which is equivalent to 54,385 resident bed days per year.
- ◆ The Province funds LTCHs on a per diem basis specific to each funding envelope.

**PROGRAM 5  
OTHER ACCOMMODATION**



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	4,042	3,995	4,099	-	4,099
Personnel Related	78	89	89	-	89
Communications	64	98	98	-	98
Supplies	161	136	136	-	136
Utilities	419	502	513	-	513
Medical Care	13	20	20	-	20
Computer Maintenance & Operations	42	76	76	15	91
Materials & Services	191	202	202	-	202
Buildings & Grounds Operations	230	286	268	-	268
Equipment Maintenance & Repairs	213	178	178	-	178
Vehicle Operations	3	6	6	-	6
Debt Charges	2,593	2,593	2,593	-	2,593
Professional Services	3	3	3	-	3
Financial Expenses	19	19	19	-	19
Minor Assets & Equipment	6	5	-	17	17
<b>Operating Expenses Subtotal</b>	<b>8,077</b>	<b>8,208</b>	<b>8,300</b>	<b>32</b>	<b>8,332</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery - Adult Day Program	(28)	(28)	(28)	-	(28)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(28)</b>	<b>(28)</b>	<b>(28)</b>	<b>-</b>	<b>(28)</b>
<b>Gross Operating Expenses</b>	<b>8,049</b>	<b>8,180</b>	<b>8,272</b>	<b>32</b>	<b>8,304</b>
<b>Tangible Capital Assets</b>					
Replacement	31	31	52	-	52
<b>Total Tangible Capital Assets</b>	<b>31</b>	<b>31</b>	<b>52</b>	<b>-</b>	<b>52</b>
<b>Total Expenses</b>	<b>8,080</b>	<b>8,211</b>	<b>8,324</b>	<b>32</b>	<b>8,356</b>

**PROGRAM 5  
OTHER ACCOMMODATION**



**2019 Program Detail**

**Social Services - LTC & Services  
For Seniors (Lakeview Manor)**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Provincial Subsidy	(711)	(756)	(706)	(15)	(721)
Resident Fees - Basic & Preferred Accommodation	(3,444)	(3,343)	(3,428)	(30)	(3,458)
Other Revenue - Cable TV	(25)	(25)	(26)	-	(26)
<b>Total Revenues</b>	<b>(4,180)</b>	<b>(4,124)</b>	<b>(4,160)</b>	<b>(45)</b>	<b>(4,205)</b>
<b>Net Program Expenses</b>	<b>3,900</b>	<b>4,087</b>	<b>4,164</b>	<b>(13)</b>	<b>4,151</b>

TANGIBLE CAPITAL ASSETS - NEW



**2019 Program Detail**

**Social Services - LTC & Services For Seniors (Lakeview Manor)**

Description		Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>			\$	\$
<b>Nursing and Personal Care - Program 1</b>				
1	Tablets	5	2,750	13,750
2	Tablets	15	610	9,150
				<b>22,900</b>

## TANGIBLE CAPITAL ASSETS - REPLACEMENT



### 2019 Program Detail

Social Services - LTC & Services For  
Seniors (Lakeview Manor)

Description	Qty	Unit Cost	Total
<b>MACHINERY &amp; EQUIPMENT</b>		<b>\$</b>	<b>\$</b>
<b>Nursing and Personal Care - Program 1</b>			
1 Specialty Surfaces	6	2,000	12,000
2 Bath Tubs	2	25,000	50,000
3 Bath Tubs	4	25,000	100,000
4 Ceiling Lifts	13	5,000	65,000
5 Hi-Low Beds	12	2,500	30,000
			257,000
<b>Other Accommodation - Program 5</b>			
6 Desktop Computers and Monitors	2	950	1,900
7 Laptops	15	1,500	22,500
8 Tablets	9	1,400	12,600
9 Ice/Water Dispensers	2	7,325	14,650
			51,650
			<b>308,650</b>

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**ADULT DAY PROGRAM**

**Page Number**

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**EXPLANATION OF PROGRAM CHANGES ..... 742**

**PROGRAM DETAILS**

    1. Adult Day Program ..... 743

# PROGRAM SUMMARY

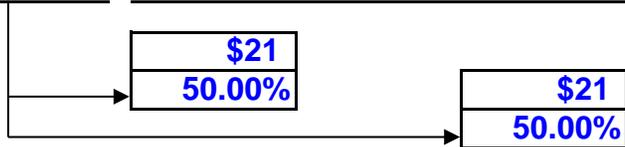


## 2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
<u>Expense/Revenue Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Adult Day Program	886	838	844	54	898
1 Provincial Subsidy	(685)	(685)	(670)	(54)	(724)
1 Revenue - Other	(94)	(111)	(111)	-	(111)
<b>Net Program Expenses</b>	<b>107</b>	<b>42</b>	<b>63</b>	<b>-</b>	<b>63</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	20	Economic increases
Operating Expenses	1	Inflationary increases
Operating Expenses	(15)	Remove one-time expenses
Provincial Subsidy	15	Remove one-time subsidy
	<b>21</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 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.	34
♦ One-time Provincial Subsidy to increase community access to dementia programs.	(34)
	-

#### Lakeview Manor Adult Day Program

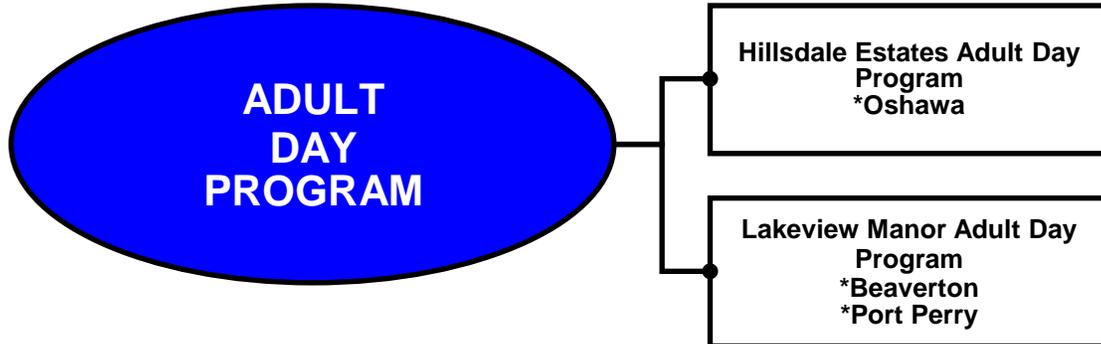
♦ One-time increase in Program Materials and Supplies to expand the dementia program funded by one-time Provincial Subsidy.	20
♦ One-time Provincial Subsidy to increase community access to dementia programs.	(20)
	-

**Total Program Changes** -



**2019 Program Detail**

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



**Purpose:**

- ◆ To provide day programs to meet the needs of frail, physically disabled and/or cognitively impaired adults living in the community.
- ◆ To provide respite and assist the family caregiver.

**Description of Program Activities:**

- ◆ The programs provide structured activities, including social interaction, exercises, and recreation.
- ◆ Individualized client goals, care plans and activities are developed in co-operation with caregivers.

**Description of Program Resources:**

- ◆ The Province funds the Program, which is supplemented by a daily fee of \$21.
- ◆ 2019 Full Time Staff = 4.08  
2018 Full Time Staff = 4.08

**Performance Measurements:**

- ◆ Units of service for the Hillsdale Estates program - Participant Days
- ◆ Units of service for the Lakeview Manor program - Participant Days
- ◆ Client Satisfaction Survey

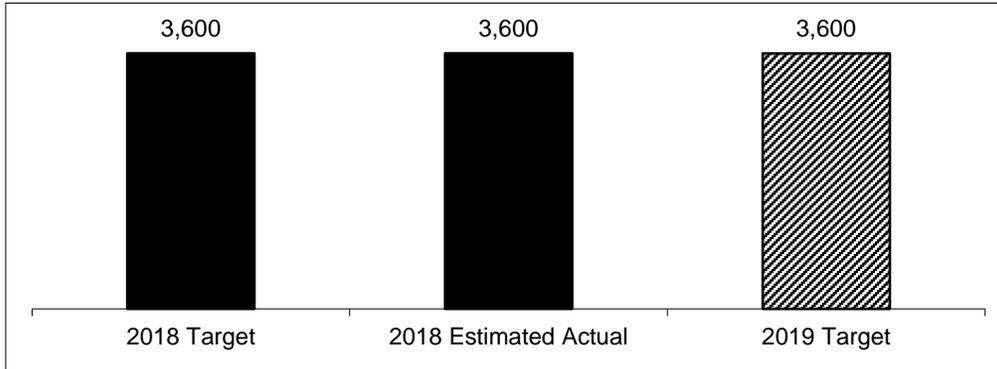


**2019 Program Detail**

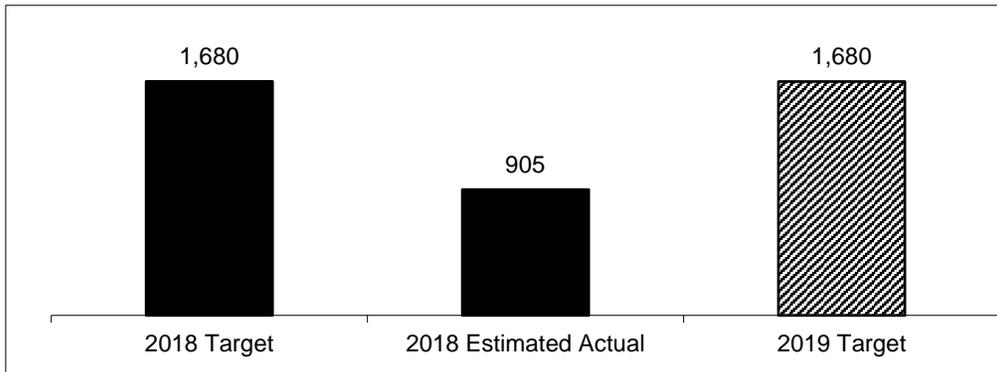
**Social Services - LTC & Services  
For Seniors - Adult Day Program**

**Performance Data:**

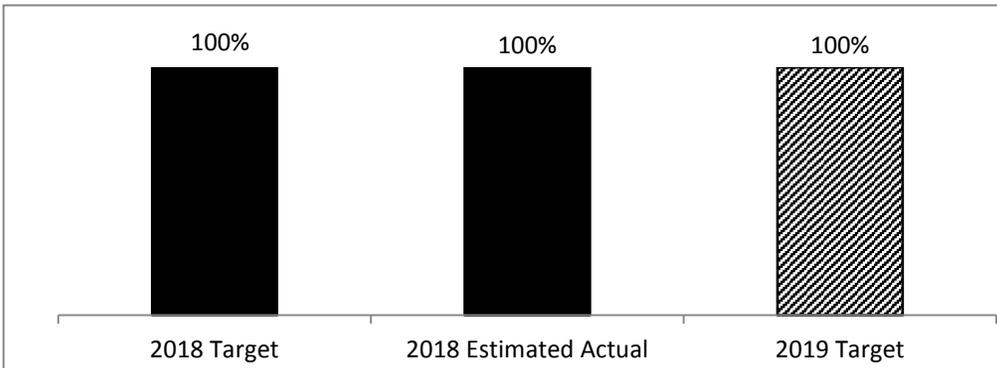
**Participant Days: Hillsdale Estates Program**



**Participant Days: Lakeview Manor Program**



**Client Satisfaction Survey**



**PROGRAM 1  
ADULT DAY PROGRAM**



**2019 Program Detail**

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

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	757	689	709	-	709
Personnel Related	5	5	5	-	5
Communications	1	2	2	-	2
Supplies	14	34	19	54	73
Food	7	8	8	-	8
Materials & Services	5	3	3	-	3
Equipment Maintenance & Repairs	1	1	1	-	1
Professional Services	3	3	3	-	3
<b>Operating Expenses Subtotal</b>	<b>793</b>	<b>745</b>	<b>750</b>	<b>54</b>	<b>804</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Social Assistance Charge	10	10	10	-	10
Hillsdale Estates Charge	28	28	28	-	28
Lakeview Manor Charge	28	28	28	-	28
Hillsdale Estates - Food Charge	24	24	25	-	25
Lakeview Manor - Food Charge	3	3	3	-	3
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>93</b>	<b>93</b>	<b>94</b>	<b>-</b>	<b>94</b>
<b>Total Expenses</b>	<b>886</b>	<b>838</b>	<b>844</b>	<b>54</b>	<b>898</b>
<b>Revenues</b>					
Provincial Subsidy - One Time	(15)	(15)	-	(54)	(54)
Provincial Subsidy	(670)	(670)	(670)	-	(670)
Fees & Service Charges	(94)	(111)	(111)	-	(111)
<b>Total Revenues</b>	<b>(779)</b>	<b>(796)</b>	<b>(781)</b>	<b>(54)</b>	<b>(835)</b>
<b>Net Program Expenses</b>	<b>107</b>	<b>42</b>	<b>63</b>	<b>-</b>	<b>63</b>

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**2019 Business Plan**

**Planning**

**Major Services & Activities**

**Policy Formulation & Administration**

- ◆ Continuing the 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 activity, 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.
- ◆ Updating the Regional Cycling Plan with assistance from the Works, Finance and Health Departments and collaborating on implementing the Plan.
- ◆ Partnering with the Works, Finance, Health Departments and Durham Region Transit to implement the recommendations of the Transportation Master Plan.
- ◆ Collaborating with the Finance and Works Departments to update the necessary Development Charges By-laws and to defend the By-laws that have been appealed.

**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 Planning and Economic Development Committee on the disposition of applications to amend the Regional Official Plan.
- ◆ Providing Regional comments to area 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 Local Planning Appeal Tribunal, other quasi-judicial tribunals and the courts on planning matters.



**2019 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 Active Transportation 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.
- ◆ Conducting the annual Durham Region Business Count (Employment Survey) to obtain detailed and reliable employment data.
- ◆ Coordinating the Region's response to Provincial/ Federal transportation initiatives (Pickering Airport, Metrolinx's Regional Transportation Plan, Highway 401 widening and Highway 407 East Implementation).
- ◆ Collaborating with other Departments on Source Water Protection and Great Lakes Protection initiatives.

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

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the recommendations of the Transportation Master Plan (TMP) to include active transportation, including the Regional cycling network.</li> <li>◆ Continue to review and comment on development applications to promote walkability and access to transit.</li> <li>◆ Promote the trail network.</li> </ul>	

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

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



**2019 Business Plan**

**Planning**

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

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

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

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

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Identify opportunities to improve the planning and approval process to promote alignment and integration with area municipalities.</li> <li>◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.</li> </ul>	

# STRATEGIC PLANNING



## 2019 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

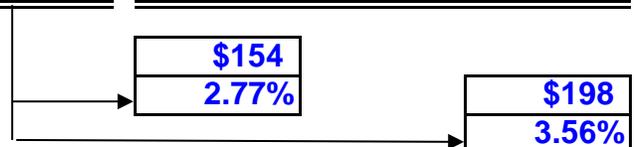


## 2019 Business Plan

## Planning

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>Expense Programs</b>					
<b>Operating:</b>					
1 Policy and Special Studies	1,177	1,395	1,428	3	1,431
2 Transportation Planning	866	1,088	1,109	40	1,149
3 Plan Implementation	1,293	1,330	1,418	3	1,421
4 Land Division	202	202	220	-	220
5 Executive	422	433	450	1	451
6 Administration and Support Services	1,183	1,321	1,347	-	1,347
7 Citizen Advisory Committees	25	35	35	-	35
8 Headquarters Shared Cost	420	420	380	50	430
<b>Operating Subtotal</b>	<b>5,588</b>	<b>6,224</b>	<b>6,387</b>	<b>97</b>	<b>6,484</b>
<b>Tangible Capital Assets:</b>					
9 New	21	21	-	30	30
10 Replacement	28	28	40	-	40
<b>Tangible Capital Assets Subtotal</b>	<b>49</b>	<b>49</b>	<b>40</b>	<b>30</b>	<b>70</b>
<b>Total Program Expenses</b>	<b>5,637</b>	<b>6,273</b>	<b>6,427</b>	<b>127</b>	<b>6,554</b>
<b>Revenue Programs</b>					
2 Transportation Planning	(94)	(90)	(90)	-	(90)
6 Administration and Support Services	(1)	(1)	(1)	-	(1)
11 Application and Approval	(661)	(627)	(627)	(83)	(710)
<b>Total Revenue Programs</b>	<b>(756)</b>	<b>(718)</b>	<b>(718)</b>	<b>(83)</b>	<b>(801)</b>
<b>Net Program Expenses</b>	<b>4,881</b>	<b>5,555</b>	<b>5,709</b>	<b>44</b>	<b>5,753</b>

Summary of Increase (Decrease)





**2019 Business Plan**

**Planning**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	137	Economic increases
Salaries & Benefits	59	Annualization - 1 position
Salaries & Benefits	12	Position reclassification
Operating Expenses	(40)	Headquarters shared cost
Tangible Capital Assets - New	(21)	Remove one-time items
Tangible Capital Assets - Replacement	12	Increased requirement
Recovery from Transit	(5)	Economic increase
	<u>154</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Planning

(\$,000's)

#### Policy and Special Studies

♦ Increase in Education and Training based on forecasted requirements.	3
	3

#### Transportation Planning

♦ Decrease in Overtime based on 2018 actuals and forecasted requirements.	(5)
♦ Net increase in Smart Commute Durham, specifically, an increase in Professional, Technical and Consulting Services (\$40k) which is partially offset by a decrease in Education and Training (-\$15k).	25
♦ Net increase in expenses for 2019 Transportation Studies, specifically, an increase for Transportation Master Plan related studies (\$50k), Cycling Communication (\$30k) and Walking Network Database (\$12k), offset by a decrease in Data Consortium (-\$55k) and Cordon Count (-\$25k).	12
♦ Various adjustments to reflect historical actuals and forecasted expenditures.	8
	40

#### Plan Implementation

♦ Decrease in Overtime based on 2018 actuals and forecasted requirements.	(1)
♦ Increase in Conferences based on forecasted requirements.	1
♦ Increase in Education and Training based on forecasted requirements.	3
	3

#### Executive

♦ Increase in Memberships and Dues for annual Urban Land Institute membership.	1
	1

#### Citizen Advisory Committees

♦ Decrease in Overtime based on 2018 actuals and forecasted requirements.	(1)
♦ Increase in Ceremonies-Dinners for Durham Environmental Achievement Awards.	1
	-

#### Headquarters Shared Cost

♦ Planning's share of costs related to the operation and maintenance of Regional Headquarters.	50
	50

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Planning

(\$,000's)

### Tangible Capital Assets

**New:**

- ◆ Furniture and Fixtures to reconfigure workstations.

	30
	30

### Revenue Programs

- ◆ Increase in revenue from Application and Approval fees based on approved fee changes and projected volumes.

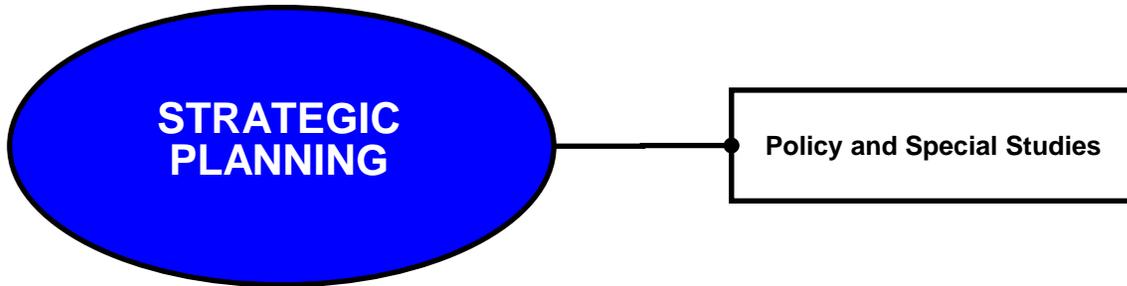
	(83)
	(83)

		44
<b>Total Program Changes</b>		<b>44</b>



**2019 Program Detail**

**Planning**



**Purpose:**

- ◆ To formulate, maintain and monitor the policies of the Durham Regional Official Plan (ROP), the Region's principal planning document.

**Description of Program Activities:**

- ◆ Undertake the Municipal Comprehensive Review of the ROP, including the engagement of a consultant to undertake a growth management study, including intensification and greenfield analyses, an employment strategy and a land needs assessment.
- ◆ Initiate enhanced consultation program for the Municipal Comprehensive Review to engage the public, stakeholders and agencies.
- ◆ Lead and coordinate efforts to provide a Regional perspective on planning policy initiatives introduced by the Province, including guidance documents related to the Greater Golden Horseshoe Land Use Plans.
- ◆ Support the Region's participation in the implementation of the Clean Water Act and regulations, including implementation of Source Protection Plans.
- ◆ Partner with the Works and Finance Departments to address development charges related issues and to prepare annual servicing and financing studies for water and sewer services, transportation, and transit.
- ◆ Support the implementation of the approved Housing and Homelessness Strategy (At Home in Durham) for the Region (including demand, supply, affordability and specialized need).
- ◆ Support the implementation of the Affordable and Seniors' Housing Task Force recommendations.
- ◆ Support the activities of the Durham Region Roundtable on Climate Change.
- ◆ Research, monitor and report on planning indicators, as a basis for evaluating the performance of the policies and targets contained in the Regional Official Plan (e.g. growth management, development, building activity, growth trends and the natural heritage system).
- ◆ Serve as the source of data for land related information on planning issues.
- ◆ Provide a planning context for environmental assessments conducted by the Region.
- ◆ Maintain a planning data system to support research and policy review/development.
- ◆ Provide expert planning advice before the Local Planning Appeal Tribunal (LPAT).
- ◆ Support the activities of Durham Environmental Advisory Committee (DEAC), Durham Agriculture Advisory Committee (DAAC), and the Durham Active Transportation Committee (DATC).



2019 Program Detail

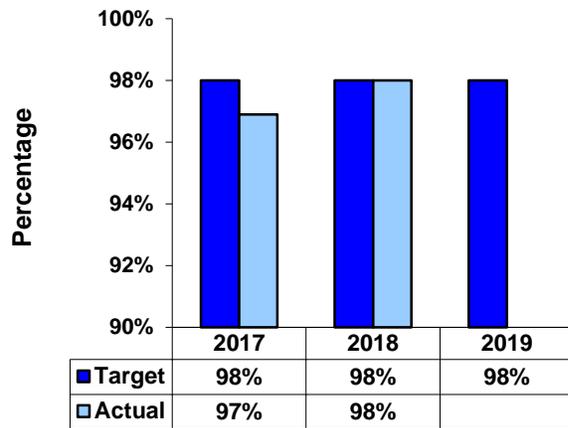
Planning

Description of Program Resources:

- ◆ 2019 Full Time Staff = 10.45
- 2018 Full Time Staff = 10.45

Performance Measurements:

New Residential Units



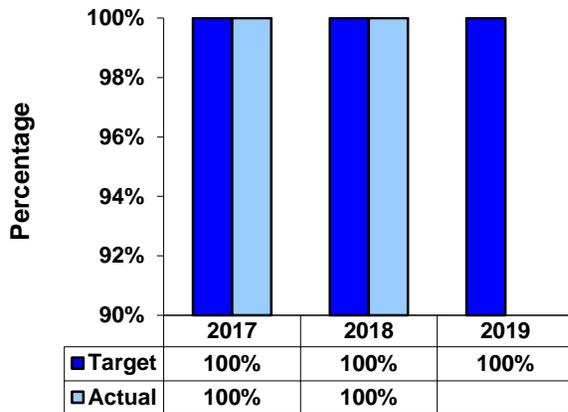
*Percentage of new residential units located within Settlement Areas.*

**Notes:**

- 2017 actual was 4,330 out of 4,468.
- 2018 actual was 2,048 out of 2,083.\*

\* As at June 30, 2018

Land Designated for Agricultural Purposes



*Percentage of land designated for Agricultural purposes which was not re-designated for other uses during the reporting year.*

**PROGRAM 1  
POLICY AND SPECIAL STUDIES**



**2019 Program Detail**

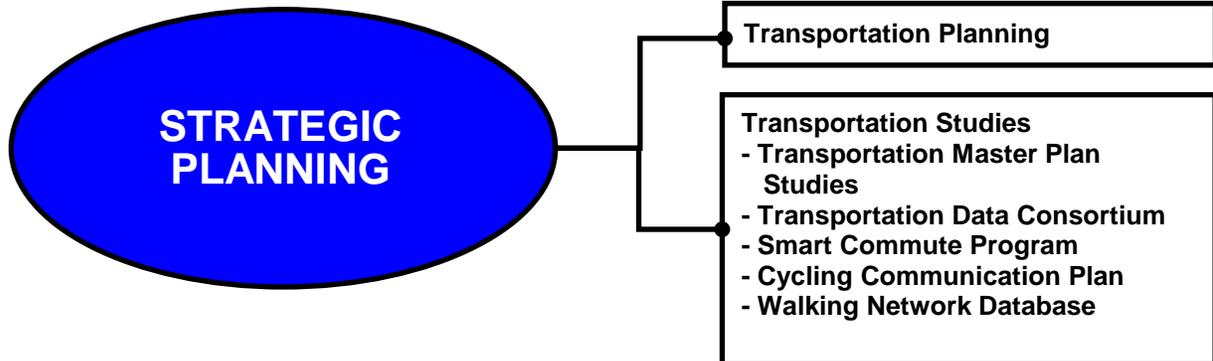
**Planning**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,146	1,363	1,396	-	1,396
Personnel Related	21	22	22	3	25
Professional Services	10	10	10	-	10
<b>Net Program Expenses</b>	<b>1,177</b>	<b>1,395</b>	<b>1,428</b>	<b>3</b>	<b>1,431</b>



**2019 Program Detail**

**Planning**



**Purpose:**

- ◆ To gather and analyze data to support research for the formulation of Regional transportation planning policy.
- ◆ To represent the Region's interests and participate in Provincial and Greater Toronto and Hamilton Area (GTHA)/Metrolinx transportation initiatives.
- ◆ To promote the use of sustainable modes of transportation, including active transportation.
- ◆ To support Durham Region Transit in service planning and development reviews.
- ◆ To provide input to Environmental Assessment undertakings for Regional roads.
- ◆ To engage in studies, independently and in partnership with the other GTHA municipalities, and the Ministry of Transportation (MTO) that provide a basis for strategic planning of transportation services in Durham and throughout the GTHA.

**Description of Program Activities:**

- ◆ Review and comment on development applications to ensure the implementation of Regional transportation policies.
- ◆ Implement the recommendations of the Transportation Master Plan (TMP) by creating supporting policies and by researching and promoting safe and accessible travel choices including walking, cycling, transit, autos and goods movement in partnership with other departments.
- ◆ Provide expert planning advice before the Local Planning Appeal Tribunal (LPAT).
- ◆ Coordinate the Region's response to Provincial/Federal transportation initiatives at critical milestones (e.g. Metrolinx Regional Transportation Plan 'Making It Happen', Highway 401 widening projects, GO East Extension, and GO Regional Express Rail including Station Plan Implementation).
- ◆ Partner with the other GTHA municipalities, Metrolinx and MTO on inter-regional transportation planning initiatives including Transportation Tomorrow Surveys, Travel Time Study, Travel Modelling Group etc.
- ◆ Provide technical support to Durham Region Transit for strategic transit service planning, development application review and environmental assessments of higher order transit services in Durham.
- ◆ Advance the objectives of the "Smart Commute Durham" initiative, aimed at promoting Transportation Demand Management (TDM) measures for commuters.
- ◆ Update the Regional Cycling Plan and implement the cycling communication strategy in collaboration with Works, Health, Social Services, Corporate Communications and Police Services.



2019 Program Detail

Planning

Description of Program Activities (Continued):

- ◆ Utilize the Durham Region Transportation Planning Model (DRTPM) for various transportation studies, including development reviews, roads and transit development charges background studies.
- ◆ Complete transportation analyses to support Environmental Assessment undertakings for Regional road widening and expansion projects.
- ◆ **Transportation Data Consortium** participate on an inter-municipal group that collaborates on broad ranging transportation studies, including:
  - Data Management Group provide central storage for current and historical data and computer systems required for transportation studies. Services include: information processing; transportation demand forecasting model (EMME) support; remote access to computer systems; and Transportation Tomorrow Survey data for the entire GTHA.
  - Travel Time Study survey travel time, speed and delay across the GTA and surrounding areas.
  - Travel Modelling Group forecast transportation demand across the GTHA (housed at the University of Toronto).
- ◆ **Smart Commute Program** promote sustainable modes of transportation in partnership with Metrolinx.
- ◆ **Cycling Communication Plan** support current and future cyclists, and educate motorists about how to safely share the road with cyclists.
- ◆ **Walking Network Database** provide a tool for web based pedestrian access for transit trips and assists in the planning for location of transit stops, and area-municipal walking infrastructure. The database will be updated using new ortho-photography and is projected to be completed in 2019.

Description of Program Resources:

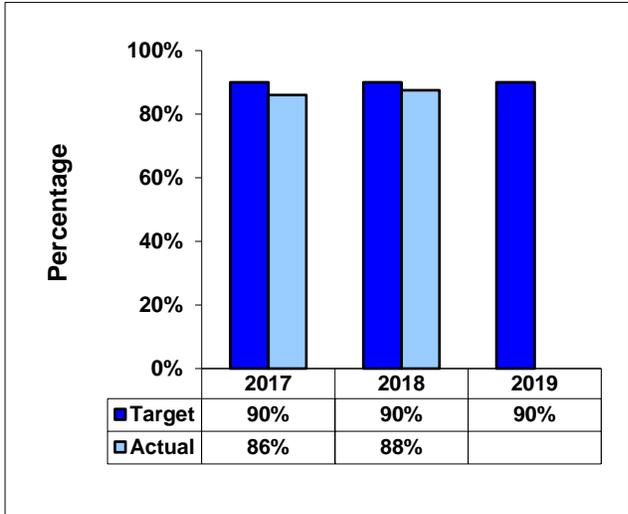
- ◆ 2019 Full Time Staff = 8.46
- 2018 Full Time Staff = 8.46



2019 Program Detail

Planning

Performance Measurements:

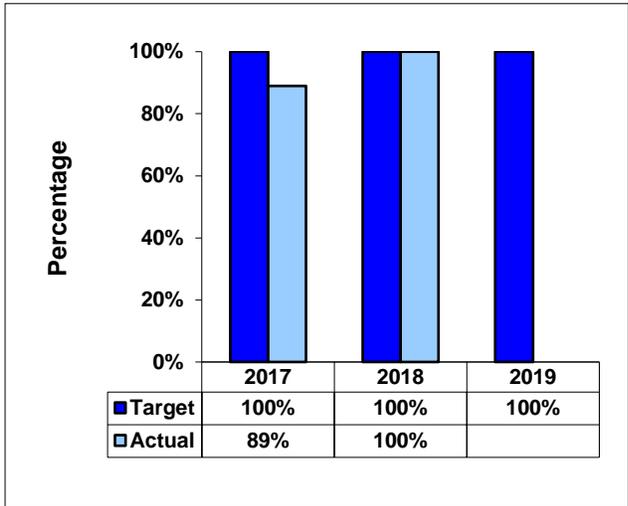


Percentage of Transportation Review Completed within Desired Response Time

*Desired response time for transportation review of Plans of Subdivision is 30 days.*

**Notes:**

- 2017 actual was 56 out of 65.
- 2018 actual was 63 out of 72.



Percentage of Customized Demand Forecasting Runs Completed within Desired Response Time

*Desired response time for customized demand forecasting runs is 15 days.*

**Notes:**

- 2017 actual was 8 out of 9.
- 2018 actual was 7 out of 7.

**PROGRAM 2  
TRANSPORTATION PLANNING**



**2019 Program Detail**

**Planning**

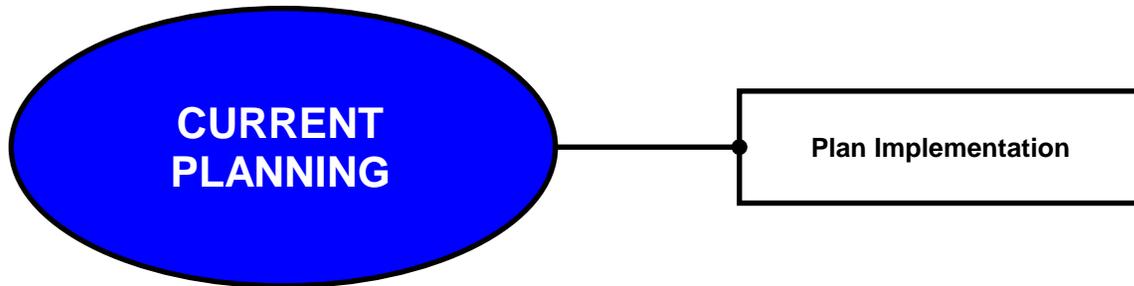
Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	856	1,054	1,080	(5)	1,075
Personnel Related	30	54	54	(7)	47
Communications	14	42	42	-	42
Professional Services	222	194	194	52	246
<b>Total Expenses</b>	<b>1,122</b>	<b>1,344</b>	<b>1,370</b>	<b>40</b>	<b>1,410</b>
<b>Revenues</b>					
Provincial Subsidy	(94)	(90)	(90)	-	(90)
Recovery from Transit	(256)	(256)	(261)	-	(261)
<b>Total Revenues</b>	<b>(350)</b>	<b>(346)</b>	<b>(351)</b>	<b>-</b>	<b>(351)</b>
<b>Net Program Expenses</b>	<b>772</b>	<b>998</b>	<b>1,019</b>	<b>40</b>	<b>1,059</b>

Total Operating Program Expenses Per above	1,410
Less: Recovery from Transit	(261)
Net Operating Program Expenses Per Program Summary	<u>1,149</u>



**2019 Program Detail**

**Planning**



**Purpose:**

- ◆ To fulfill planning approval responsibilities assigned to the Region through the Planning Act.
- ◆ To ensure Regional and Provincial interests and policies are implemented through the review of various plans and development applications.

**Description of Program Activities:**

- ◆ Assess the merits of Regional Official Plan amendment applications, and administer the related approval process.
- ◆ Approve non-exempt local plan amendments, and non-delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Review and exempt local plan amendments from the Region's approval authority, based on Council approved policy.
- ◆ Review and provide comments and conditions on delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Administer the Regional Tree By-law.
- ◆ Review and provide comments on development related activities, which includes mandatory pre-consultation on development proposals, draft local official plans and amendments, consents, zoning by-law amendments, Ministry of the Environment, Conservation and Parks certificates, and aggregate licenses.
- ◆ Undertake Provincial Plan Review responsibilities including preparing responses to applications subject to Provincial Plans and policies.
- ◆ Coordinate comments from Regional Departments on planning applications.
- ◆ Process appeals to the Local Planning Appeal Tribunal (LPAT).
- ◆ Provide expert planning advice before the LPAT and the courts.
- ◆ Ensure the effectiveness of development application processes and procedures including: the review of application fees; updating procedures to reflect new Provincial and Regional standards/requirements; the maintenance of development tracking systems; the monitoring of plan exemption and delegation processes and assessing policy effectiveness.
- ◆ Coordinate street naming within the Region.



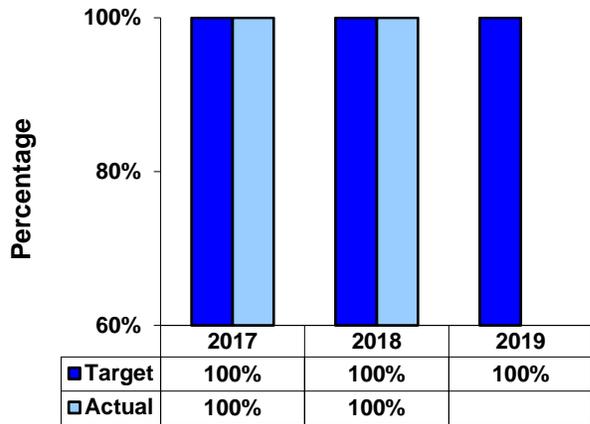
**2019 Program Detail**

**Planning**

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 10.54
- 2018 Full Time Staff = 10.54

**Performance Measurements:**

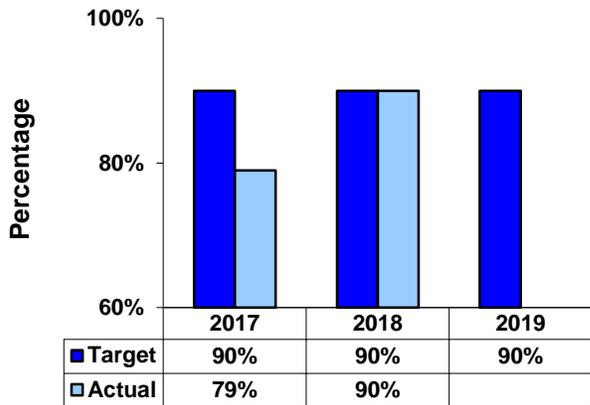


**Public Notices**

*Percentage of public notices published within 30 days of receipt of a complete application.*

**Notes:**

- 2017 actual was 2 out of 2.
- 2018 actual was 3 out of 3.



**Subdivision/Condominium Applications**

*Percentage of complete delegated applications circulated within 5 days of receipt.*

**Notes:**

- 2017 actual was 44 out of 56.
- 2018 actual was 38 out of 42.

**PROGRAM 3  
PLAN IMPLEMENTATION**



**2019 Program Detail**

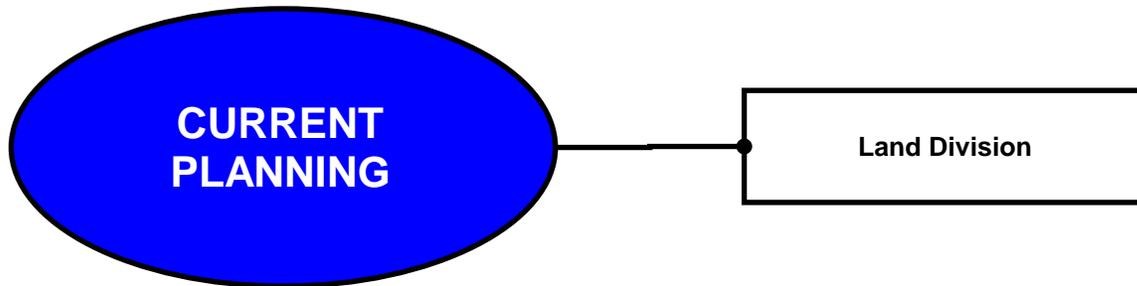
**Planning**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,209	1,225	1,313	(1)	1,312
Personnel Related	18	23	23	4	27
Communications	1	2	2	-	2
Professional Services	65	80	80	-	80
<b>Net Program Expenses</b>	<b>1,293</b>	<b>1,330</b>	<b>1,418</b>	<b>3</b>	<b>1,421</b>



**2019 Program Detail**

**Planning**



**Purpose:**

- ◆ To provide administrative support to the Durham Land Division Committee - a quasi-judicial body appointed by Regional Council to act as its delegated approval authority for consents, in accordance with the Planning Act.

**Description of Program Activities:**

- ◆ Assist land owners and agents in submitting consent applications, and administer the consent process in accordance with the provisions of the Planning Act.
- ◆ Schedule public meetings for consideration of consent applications by the Land Division Committee.
- ◆ Give notice of hearing on consent applications through mailed notices and posting of signs.
- ◆ Prepare and circulate meeting agendas and material.
- ◆ Take minutes and record decisions of the Land Division Committee at public meetings.
- ◆ Provide written Notices of Decision.
- ◆ Process appeals to the Local Planning Appeal Tribunal (LPAT).
- ◆ Oversee clearance of conditions and issue consent certificates (stamp deeds).
- ◆ Provide liaison among commenting agencies, the public, applicants, agents and others involved in the process.
- ◆ Provide administrative support to members of the Land Division Committee.

**Description of Program Resources:**

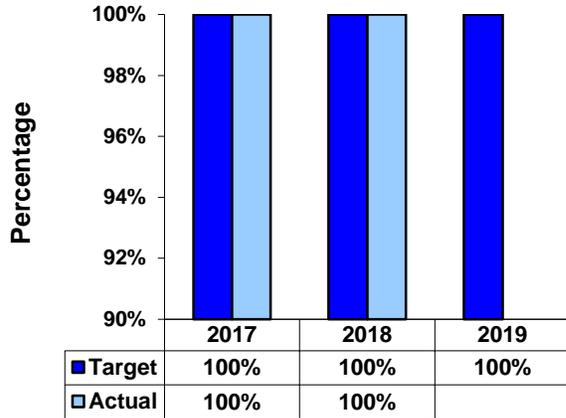
- ◆ 2019 Full Time Staff = 2.05  
2018 Full Time Staff = 2.05



**2019 Program Detail**

**Planning**

**Performance Measurements:**

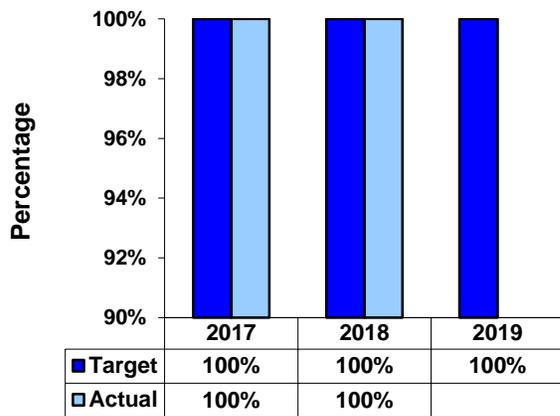


**Public Hearings**

*Percentage of public hearings held within 90 days of receipt of a complete application.*

**Notes:**

- 2017 actual was 257 out of 257.
- 2018 actual was 211 out of 211.



**Decisions**

*Percentage of notices of decision given within 10 days of a Land Division Committee meeting.*

**Notes:**

- 2017 actual was 168 out of 168.
- 2018 actual was 159 out of 159.



**2019 Program Detail**

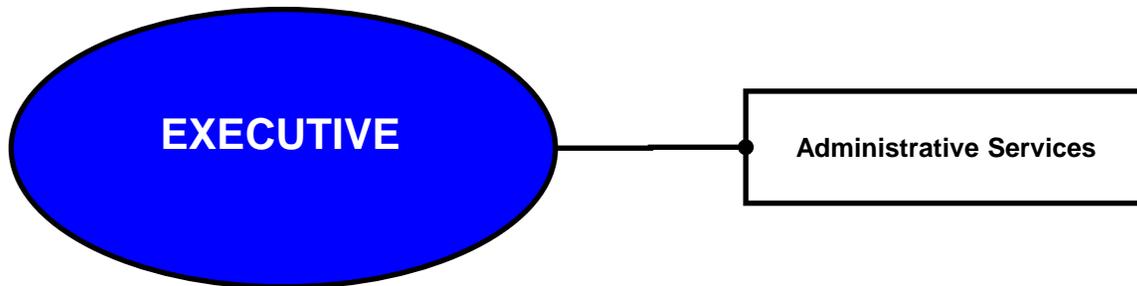
**Planning**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	197	196	214	-	214
Personnel Related	5	6	6	-	6
<b>Net Program Expenses</b>	<b>202</b>	<b>202</b>	<b>220</b>	<b>-</b>	<b>220</b>



**2019 Program Detail**

**Planning**



**Purpose:**

- ◆ To establish and implement the overall directions for the delivery of Regional planning and economic development services, from current to strategic long-range planning, and economic development to tourism, as directed by Regional Council and mandated by the Planning Act.
- ◆ To discharge, on behalf of Regional Council, certain approval powers delegated from the Province on planning approval matters.

**Description of Program Activities:**

- ◆ Provide overall guidance and co-ordination of Departmental services in the discharge of Regional planning and economic development and tourism responsibilities.
- ◆ Ensure the delivery of planning, and economic development and tourism services in an effective and efficient manner.
- ◆ Provide advice to Regional Council and Planning and Economic Development Committee on all Regional planning and economic development and tourism matters.
- ◆ Represent the planning, and economic development and tourism interests of the Region before special purpose bodies; liaise with area municipalities, other Regions, Conservation Authorities, Provincial and Federal ministries, other public bodies respecting Regional interests; and participate on multi-agencies initiatives to implement Regional policies (e.g. Conservation Authorities Liaison Committee, Regional Planning Commissioners of Ontario).
- ◆ Implement the authority delegated by Regional Council to the Commissioner respecting the approvals of certain part-lot control exemption by-laws, plans of subdivisions, condominium descriptions, and area municipal official plan amendments.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 2.50  
2018 Full Time Staff = 2.50



**2019 Program Detail**

**Planning**

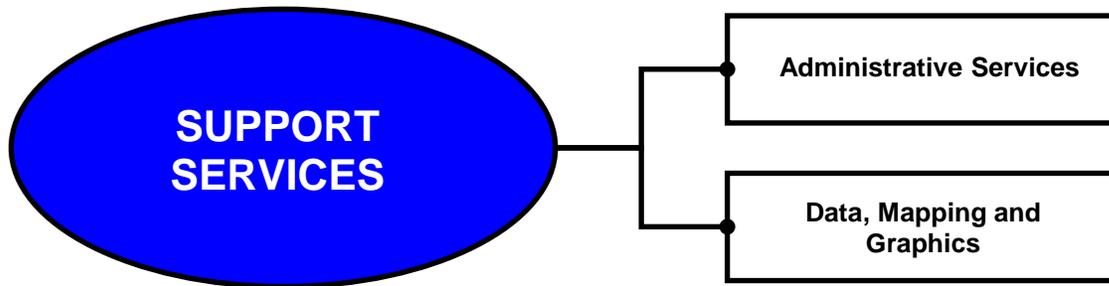
<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	402	412	429	-	429
Personnel Related	20	21	21	1	22
<b>Net Program Expenses</b>	<b>422</b>	<b>433</b>	<b>450</b>	<b>1</b>	<b>451</b>

# PROGRAM 6 ADMINISTRATION AND SUPPORT SERVICES



2019 Program Detail

Planning



## Purpose:

- ◆ To provide administrative support and assistance to professional and management staff in delivering their responsibilities.
- ◆ To provide data, mapping and graphics services including the provision of Geographic Information System (GIS) analysis, database design and management, and visual products including maps, artwork, and infographics.
- ◆ To maintain existing information technology systems, software applications and databases, and to implement new technologies and data programs as required.

## Description of Program Activities:

### ◆ Administrative Services

- ◆ Provide customer care and clerical support services for the Planning Division.
- ◆ Coordinate the preparation of the annual departmental Business Plans and Budgets.
- ◆ Monitor financial position for the division, ensuring expenditures and receipts are reported in an accurate and timely manner.
- ◆ Order, receive and monitor supplies and materials for staff use.
- ◆ Maintain central file system and resource library for divisional use.

### ◆ Data, Mapping and Graphics

- ◆ Prepare maps and graphics for various reports, displays and presentations.
- ◆ Provide GIS services including data manipulation and analysis.
- ◆ Provide data expertise/advisory services to department staff, Regional departments and external agencies such as area municipalities, conservation authorities, and the Province.
- ◆ Acquire, create, deploy, and maintain accurate and current Planning and Economic Development datasets.
- ◆ Create and maintain standard cartographic products.
- ◆ Ensure the department makes effective use of emerging new technologies and design trends related to Planning and Economic Development.
- ◆ Enhance business processes by implementing new, and improving the efficiency of existing technologies.
- ◆ Represent the department on external GIS and data industry groups such as Regional Information Systems Working Group and Urban and Regional Information Systems Association.
- ◆ Provide external mapping services on a cost recovery basis.
- ◆ Conduct the annual Durham Region Business Count (Employment Survey).

**PROGRAM 6  
ADMINISTRATION AND SUPPORT SERVICES**



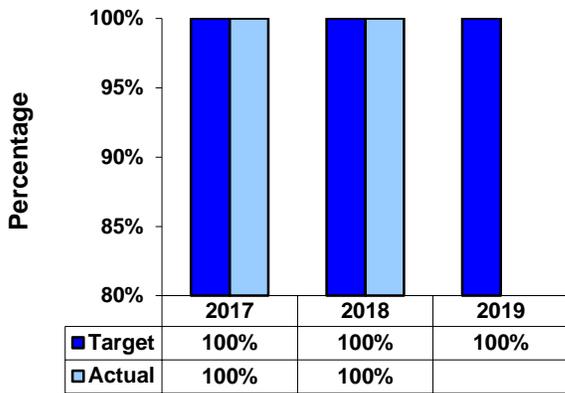
**2019 Program Detail**

**Planning**

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 12.00
- 2018 Full Time Staff = 12.00

**Performance Measurement:**



**Digital Data Requests**

*Percentage of digital data requests  
(internal / external customers)  
responded to within 24 hours.*

**Notes:**

- 2017 actual was 32 out of 32.
- 2018 actual was 31 out of 31.

**PROGRAM 6  
ADMINISTRATION AND SUPPORT SERVICES**



**2019 Program Detail**

**Planning**

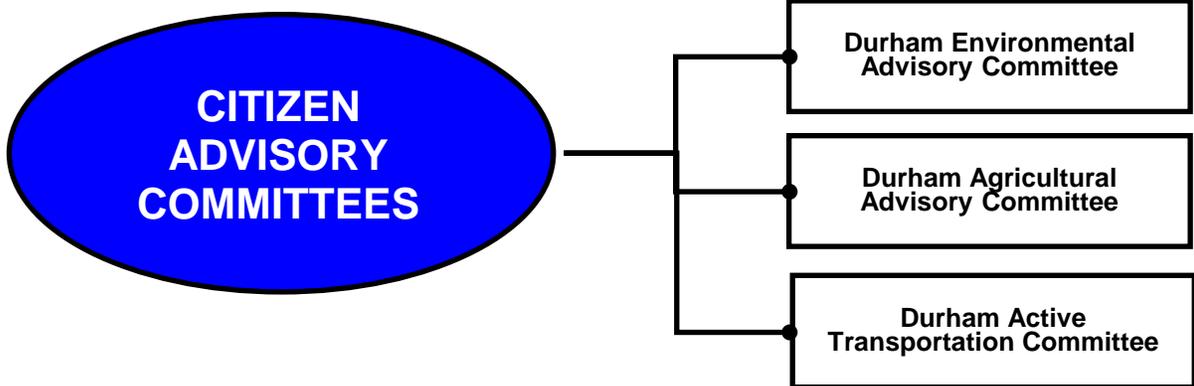
Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,075	1,166	1,193	-	1,193
Personnel Related	10	15	14	-	14
Communications	55	75	75	-	75
Supplies	20	20	20	-	20
Computer Maintenance & Operations	7	8	8	-	8
Materials & Services	3	3	3	-	3
Equipment Maintenance & Repairs	10	12	12	-	12
Professional Services	-	15	15	-	15
Minor Assets & Equipment	3	7	7	-	7
<b>Gross Operating Expenses</b>	<b>1,183</b>	<b>1,321</b>	<b>1,347</b>	<b>-</b>	<b>1,347</b>
<b>Tangible Capital Assets</b>					
New	21	21	-	30	30
Replacement	28	28	40	-	40
<b>Total Tangible Capital Assets</b>	<b>49</b>	<b>49</b>	<b>40</b>	<b>30</b>	<b>70</b>
<b>Total Expenses</b>	<b>1,232</b>	<b>1,370</b>	<b>1,387</b>	<b>30</b>	<b>1,417</b>
<b>Revenues</b>					
Sale of Publications	(1)	(1)	(1)	-	(1)
<b>Total Revenues</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>-</b>	<b>(1)</b>
<b>Net Program Expenses</b>	<b>1,231</b>	<b>1,369</b>	<b>1,386</b>	<b>30</b>	<b>1,416</b>

# PROGRAM 7 CITIZEN ADVISORY COMMITTEES



2019 Program Detail

Planning



## Purpose:

- ◆ To support the deliberations and activities of the Durham Environmental Advisory Committee, the Durham Agricultural Advisory Committee and the Durham Active Transportation Committee.

## Description of Program Activities:

- ◆ The **Durham Environmental Advisory Committee** (DEAC) will have up to 10 regularly scheduled meetings and will host its annual Environmental Achievement Awards program. Other activities are detailed in the workplan approved by the Planning and Economic Development Committee and Regional Council.
- ◆ The **Durham Agricultural Advisory Committee** (DAAC) will have 10 regularly scheduled meetings and also host its annual educational farm tour. Other activities are detailed in the workplan approved by the Planning and Economic Development Committee and Regional Council.
- ◆ The **Durham Active Transportation Committee** (DATC) will provide advice on the identification and implementation programs which encourage public awareness and education on active transportation matters. Other activities are detailed in the workplan approved by the Planning and Economic Development Committee and Regional Council.

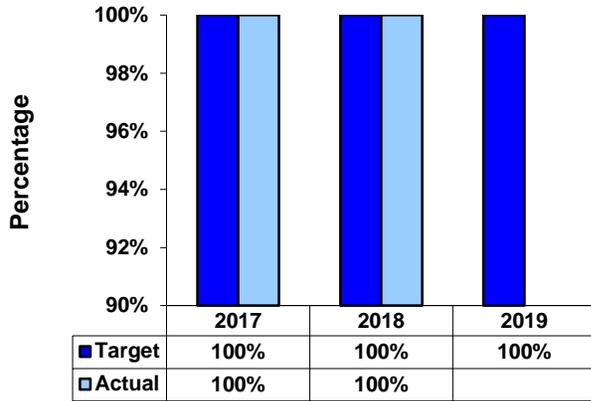


2019 Program Detail

Planning

Performance Measurements:

DEAC

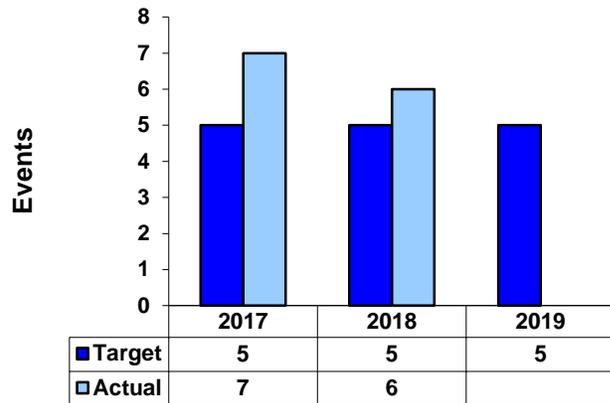


Provincial and Regional  
Planning Initiatives

*Percentage of significant Provincial and Regional Planning issues where advice was provided by DEAC.*

**Notes:**

- 2017 actual was 4 out of 4.
- 2018 actual was 3 out of 3.



Raise Awareness  
of Environmental Issues

*Stage or participate in events to raise awareness of environmental issues.*

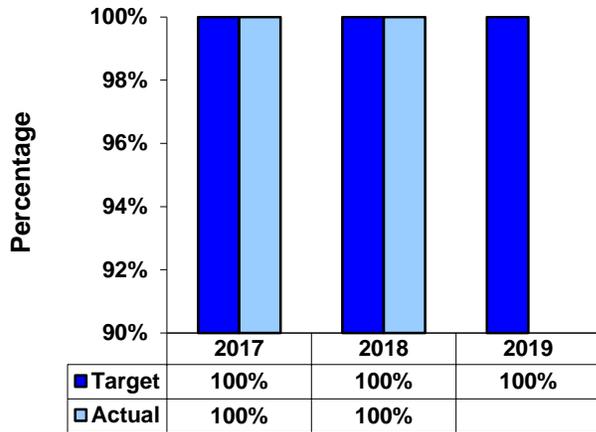


2019 Program Detail

Planning

Performance Measurements (Continued):

DAAC

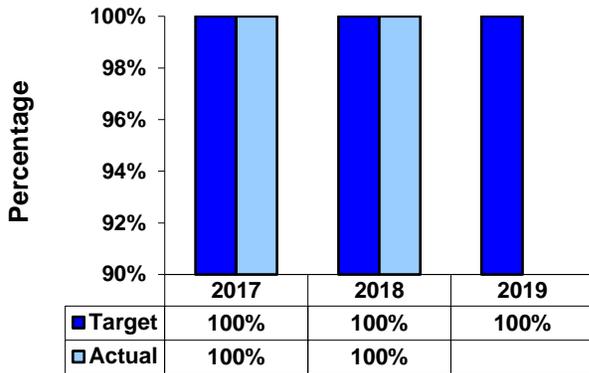


Regional Official Plan  
Amendment Applications

*Percentage of Regional Official Plan Amendment Applications where advice is requested by the Planning Division and provided by DAAC.*

**Notes:**

- 2017 actual was 2 out of 2.
- 2018 actual was 2 out of 2.

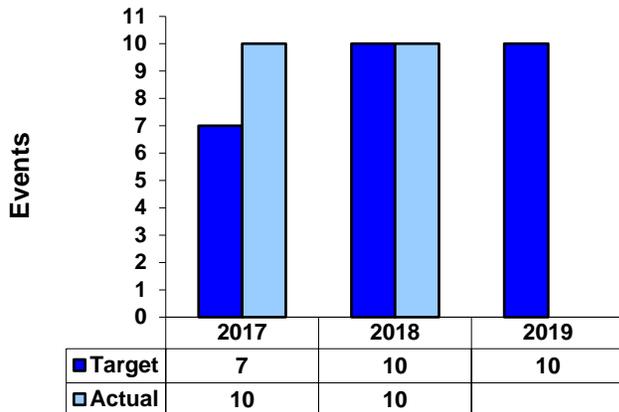


Provincial and Regional  
Planning Initiatives

*Percentage of significant Provincial and Regional Planning issues where advice was provided by DAAC.*

**Notes:**

- 2017 actual was 10 out of 10.
- 2018 actual was 10 out of 10.



Raise Awareness  
of Agricultural/Rural Issues

*Stage or participate in events to raise awareness of agricultural and related rural issues.*

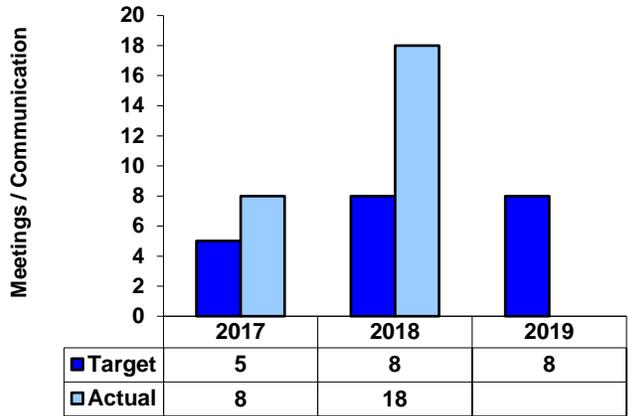


2019 Program Detail

Planning

Performance Measurements (Continued):

DATC



Co-ordination of  
Trail Activities

*Provide advice to area municipalities and other trail providers on implementing the Regional Trail Network through individual consultation meetings/contact.*

**PROGRAM 7  
CITIZEN ADVISORY COMMITTEES**



**2019 Program Detail**

**Planning**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	-	1	1	(1)	-
Personnel Related	17	22	22	1	23
Communications	8	11	11	-	11
Supplies	-	1	1	-	1
<b>Net Program Expenses</b>	<b>25</b>	<b>35</b>	<b>35</b>	<b>-</b>	<b>35</b>

Summary:

Durham Agricultural Advisory Committee	17
Durham Environmental Advisory Committee	13
Durham Trails Coordinating Committee	5
	<b>35</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Planning**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Planning**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>420</b>	<b>420</b>	<b>380</b>	<b>50</b>	<b>430</b>

**PROGRAM 9  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Planning**

Description	Qty	Unit Cost	Total
<b><u>Administration and Support Services - Program 6</u></b>			
1 Furniture & Fixtures for Workstation Modifications	1	\$ 30,000	\$ 30,000
			<u><u>30,000</u></u>

**PROGRAM 10  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Planning**

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

**Administration and Support Services - Program 6**

1 Laptop Computers - power user with monitors	3	\$ 2,650	\$ 7,950
2 Desktop Computers - standard user with monitors	7	950	6,650
3 Large Format Scanner	1	25,000	25,000
			<b>39,600</b>

**PROGRAM 11  
APPLICATION AND APPROVAL REVENUE**



**2019 Program Detail**

**Planning**

**Purpose:**

Cost recovery for certain statutory planning approvals, applications and related matters.

**Program Activities:**

Detailed Program Revenue	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Area Municipal Official Plan Amendments					
Application	35,000	34,000	34,000	4,000	38,000
Approval	4,000	4,000	4,000	500	4,500
	<u>39,000</u>	<u>38,000</u>	<u>38,000</u>	<u>4,500</u>	<u>42,500</u>
Subdivision/Condominium					
Regional Applications					
Application	40,000	31,500	31,500	8,500	40,000
Final Approval	6,000	3,375	3,375	-	3,375
Delegated Applications					
Subdivision Review	90,000	90,000	90,000	10,000	100,000
Condominium Review	30,000	27,500	27,500	3,500	31,000
Major Revision	16,500	9,000	9,000	6,000	15,000
Clearance	44,000	37,000	37,000	3,000	40,000
Other (Extension/Recirculation)	8,500	-	-	9,500	9,500
	<u>235,000</u>	<u>198,375</u>	<u>198,375</u>	<u>40,500</u>	<u>238,875</u>
Land Division					
Application	155,000	160,000	160,000	-	160,000
Commenting	70,000	48,000	48,000	32,000	80,000
Certification & Re-stamping	75,000	76,000	76,000	-	76,000
Tabling	10,000	6,000	6,000	6,000	12,000
Special	-	500	500	-	500
	<u>310,000</u>	<u>290,500</u>	<u>290,500</u>	<u>38,000</u>	<u>328,500</u>
Regional Official Plan Amendments					
Minor	21,000	21,000	21,000	-	21,000
Major	-	20,000	20,000	-	20,000
	<u>21,000</u>	<u>41,000</u>	<u>41,000</u>	<u>-</u>	<u>41,000</u>
Rezoning Applications	<u>46,000</u>	<u>52,500</u>	<u>52,500</u>	<u>-</u>	<u>52,500</u>
Other Fees	<u>10,150</u>	<u>6,800</u>	<u>6,800</u>	<u>-</u>	<u>6,800</u>
<b>Total Revenue</b>	<b><u>661,150</u></b>	<b><u>627,175</u></b>	<b><u>627,175</u></b>	<b><u>83,000</u></b>	<b><u>710,175</u></b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2019 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>ECONOMIC DEVELOPMENT &amp; TOURISM</b></p>
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2019 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.

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 update the Agriculture Strategy including the Agri-Food workplan.
- ◆ Assist in the updating of the 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.



**2019 Business Plan**

**Economic Development & Tourism**

**Major Services & Activities (Continued)**

**Marketing Strategy Partnerships**

- ◆ Support and assist in the development and growth of identified economic sectors in Durham Region.
- ◆ Continue to coordinate the development, design and distribution of the Division's marketing collateral.
- ◆ Provide community support and partnership development.
- ◆ Continue to participate in and support the Spark Centre through programs such as the International Soft Landing program.
- ◆ Continue to promote the Film industry within Durham Region.
- ◆ Continue to work with the Data, Mapping and Graphics (DMG) section, to maintain all datasets for Economic Development.

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

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

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

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

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



**2019 Business Plan**

**Economic Development & Tourism**

**Strategic Goal A.3** - Promote and actively capitalize on opportunities to make Durham Region a premier destination that attracts and retains entrepreneurs, innovators, visitors and residents.

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

**Strategic Goal A.4** - Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system security.

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

**Strategic Goal A.5** - Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Work to showcase new and emerging technology developed in Durham's post-secondary institutions such as University of Ontario Institute of Technology (UOIT) Automotive Centre of Excellence (ACE) and Durham College's Office of Research Services, Innovation and Entrepreneurship (ORSIE).</li> <li>◆ Research, identify and develop new energy projects with community stakeholders.</li> <li>◆ Continue to support the initiatives of the Spark Centre.</li> </ul>	

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

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



**2019 Business Plan**

**Economic Development & Tourism**

**Strategic Goal B.7 - Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.**

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

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>C.5</b>	Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

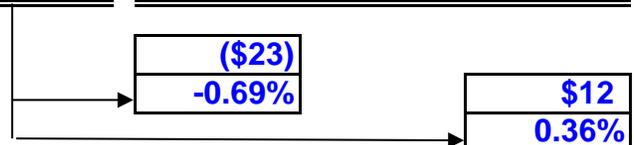


### 2019 Business Plan

### Economic Development & Tourism

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	564	583	597	-	597
2 Business Development	510	581	588	(9)	579
3 Tourism	657	819	807	(62)	745
4(a) Business Advisory Centre Durham (BACD)	160	160	160	-	160
4(b) Facilities - Garden Street (BACD)	69	72	73	-	73
Subtotal BACD	229	232	233	-	233
5 Rural and Agriculture	434	468	477	35	512
6 Community Promotion Resource	18	25	25	-	25
7 Marketing Strategy Partnerships	462	547	553	8	561
8 Headquarters Shared Cost	111	111	100	13	113
<b>Operating Subtotal</b>	2,985	3,366	3,380	(15)	3,365
<b>Tangible Capital Assets:</b>					
New	35	35	-	-	-
9 Replacement	9	9	7	-	7
<b>Tangible Capital Assets Subtotal</b>	44	44	7	-	7
<b>Total Program Expenses</b>	<b>3,029</b>	<b>3,410</b>	<b>3,387</b>	<b>(15)</b>	<b>3,372</b>
<b>Revenue Programs</b>					
2 Business Development	(30)	(30)	(30)	-	(30)
3 Tourism	(57)	(50)	(50)	50	-
<b>Total Revenue Programs</b>	<b>(87)</b>	<b>(80)</b>	<b>(80)</b>	<b>50</b>	<b>(30)</b>
<b>Net Program Expenses</b>	<b>2,942</b>	<b>3,330</b>	<b>3,307</b>	<b>35</b>	<b>3,342</b>

Summary of Increase (Decrease)





**2019 Business Plan**

**Economic Development & Tourism**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	44	Economic increases
Salaries & Benefits	(20)	Remove one-time temporary salary
Operating Expenses	1	Inflationary increases
Operating Expenses	(11)	Headquarters shared cost
Tangible Capital Assets - New	(35)	Remove one-time items
Tangible Capital Assets - Replacement	(2)	Remove one-time items
	<u>(23)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Business Development

♦ Decrease in Part Time Salary and Benefits based on 2018 spending.	(60)
♦ Increase in Professional, Technical and Consulting (\$50k), Membership and Dues (\$10k) and Missions or Delegations (\$5k) based on Investment Attraction business plan.	65
♦ Decrease in Conferences (-\$1k), Car Allowance (-\$5k), Community Relations (-\$6k) and Promotional Items (-\$2k) based on forecasted requirements.	(14)
	(9)

#### Tourism

♦ Increase in Temporary salaries to provide additional Tourism staff support to Northern Municipalities.	20
♦ Increase in Vehicle Operations and Equipment Reserve contribution for the fuel, maintenance, licencing and eventual replacement of the Regional Tourism branded van purchased in late 2018.	13
♦ Decrease in Culinary Tourism Program: Communication (-\$5k) and Professional, Technical and Consulting (-\$3k) to reflect 2019 projected spending.	(8)
♦ Decrease in Visitor Guide Program: Printing and Reproduction (-\$46k) and Professional, Technical and Consulting (-\$19k) based on redesign of the guide.	(65)
♦ Decrease in Communication (-\$10k) and Materials and Services (-\$6k) for Tourism Excellence Awards based on 2018 spending and forecasted requirements.	(16)
♦ Various adjustments to reflect historical spending and forecasted requirements.	(6)
	(62)

#### Rural and Agriculture

♦ <b>Agriculture</b> - Reallocation of \$22k from Professional Technical and Consulting to Payments to Outside Agencies for proper account allocation, and increase to Payments to Outside Agencies (\$25k) for additional planned programming.	25
♦ <b>Rural</b> - Increase in Payments to Outside Agencies for projected spending through new programming.	10
	35

#### Marketing Strategy Partnerships

♦ Increase in Professional, Technical and Consulting (\$5k) and Advertising (\$5k), partially offset by decrease in Printing and Reproduction (-\$5k) based on 2018 actual spending.	5
♦ Decrease in Printing and Reproduction (-\$5k) and increases in Advertising (\$4k) and Community Relations (\$4k) in Film Sector to reflect 2019 projected spending.	3
	8

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Headquarters Shared Cost

- ◆ Economic Development & Tourism's share of costs related to the operation and maintenance of Regional Headquarters.

13

13

#### Revenue

- ◆ Decrease in Visitor Guide revenue to reflect new guide strategy and redesign without sponsorship revenue.

50

50

**Total Program Changes**

**35**



## 2019 Program Detail

## Economic Development & Tourism

### **Purpose:**

- ◆ To establish and implement the overall direction for the delivery of Economic Development & Tourism services including: Investment Attraction, Marketing Strategy Partnerships, Rural & Agricultural Affairs, and Tourism.
- ◆ To provide assistance to professional and management staff in delivering their responsibilities.

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

#### **Director**

- ◆ Provide overall guidance and coordination of divisional services.
- ◆ Ensure the delivery of Economic Development and Tourism services in an effective and efficient manner.
- ◆ Represent Economic Development and Tourism interests of the Region by liaising with area municipalities, other Regions, and economic development stakeholders, to further Regional interests.
- ◆ Provide budget development and financial accountability.
- ◆ Advocate to senior levels of government and co-ordinate the efforts of municipalities, agencies and stakeholders, to advance the Region's Economic Development and Tourism interests.
- ◆ Guide the implementation of the Region's 2017-2021 Economic Development Strategy.

#### **Administrative Services**

- ◆ Provide customer care and clerical support services for the division.
- ◆ Assist in the preparation of the annual divisional Business Plans and Budgets.
- ◆ Provide minutes and reports for conferences, seminars, workshops and meetings.
- ◆ Monitor the financial position of the division, ensuring expenditures and receipts are recorded in an accurate and timely manner.
- ◆ Coordinate and administer consulting agreements and other formal agreements required by the division.
- ◆ Maintain central file system for divisional use.
- ◆ Order, receive and monitor supplies and materials for staff use.

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

- ◆ 2019 Full Time Staff = 4  
2018 Full Time Staff = 4

**PROGRAM 1  
ADMINISTRATION**



**2019 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	422	439	453	-	453
Personnel Related	28	27	27	-	27
Communications	90	89	89	-	89
Supplies	4	5	5	-	5
Materials & Services	-	1	1	-	1
Equipment Maintenance & Repairs	4	4	4	-	4
Professional Services	15	15	15	-	15
Minor Assets & Equipment	1	3	3	-	3
<b>Gross Operating Expenses</b>	<b>564</b>	<b>583</b>	<b>597</b>	<b>-</b>	<b>597</b>
<b>Tangible Capital Assets</b>					
Replacement	9	9	7	-	7
<b>Total Tangible Capital Assets</b>	<b>9</b>	<b>9</b>	<b>7</b>	<b>-</b>	<b>7</b>
<b>Net Program Expenses</b>	<b>573</b>	<b>592</b>	<b>604</b>	<b>-</b>	<b>604</b>



## 2019 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To attract new investment and jobs to Durham Region, by promoting Durham Region in international markets through participation in investment missions, and through outreach to key investment intermediaries in the site selection/real estate/in-market lead generation fields.
- ◆ To seek out opportunities to promote Durham Region internationally as the place to invest for non-residential investment.
- ◆ Work in partnership with Toronto Global and Durham Economic Development Partnership (DEDP) and other partners to attract investment to the Region.

### Description of Program Activities:

- ◆ Continue to implement the Foreign Direct Investment Attraction activities of the 2017-2021 Economic Development Strategy and Action Plan to attract new investment and jobs from priority markets in Western Europe, the United States, and China. Priority sectors include: Agri-business; Energy, Environment and Engineering (EN3); Health Sciences; Innovative Technology; and Advanced Manufacturing.
- ◆ In partnership with other investment attraction organizations (DEDP, Ontario Manufacturing Communities Alliance, Toronto Global, and Ontario Food Cluster), participate in investment attraction missions to target markets focusing on priority sectors.
- ◆ Develop and implement familiarization (FAM) tours and other promotional opportunities for the Real Estate and Development industries, as well as Toronto Global, the Ontario Investment Office and Invest Canada, to create awareness of Durham Region as a place to invest and to showcase the Region's assets.
- ◆ Respond to investment inquiries in a timely manner with appropriate follow-up as warranted.
- ◆ Work continuously with the DEDP to develop and improve messaging regarding key factors that influence investment in the Region, as well as identifying potential issues/barriers that could prevent investment and work collaboratively to address them.
- ◆ Host missions and delegations from other international jurisdictions as well as Provincial Ministries, in order to promote the investment assets of Durham Region.

### Description of Program Resources:

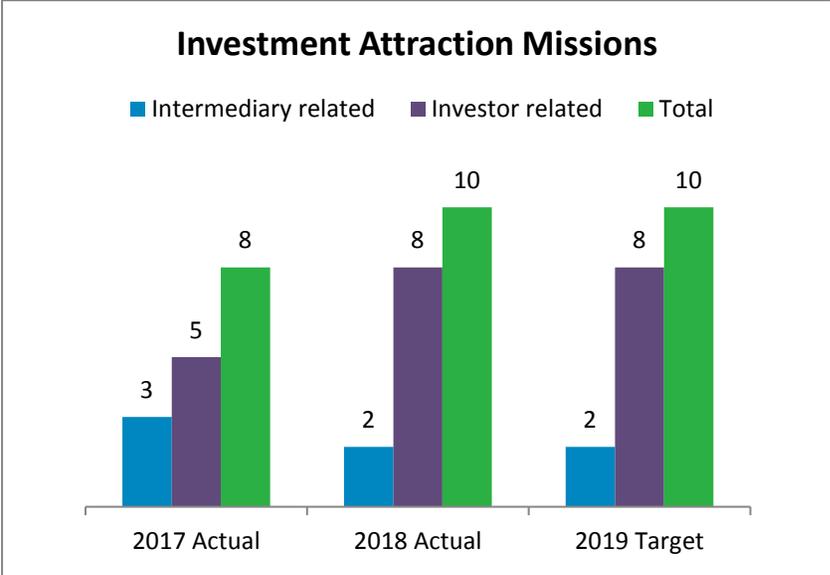
- ◆ 2019 Full Time Staff = 2  
2018 Full Time Staff = 2



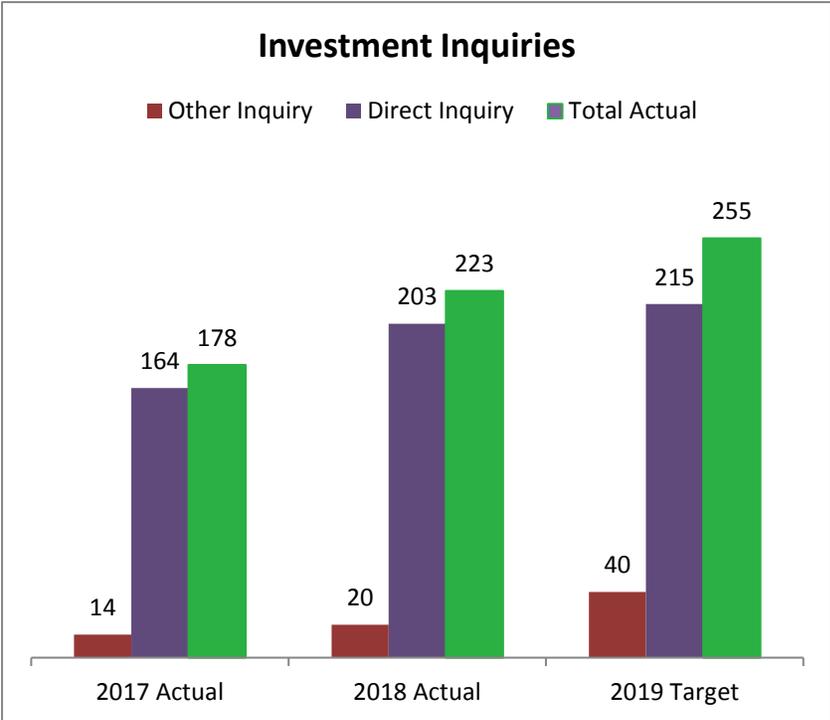
**2019 Program Detail**

**Economic Development & Tourism**

**Performance Measurements:**



*Promoting Durham Region internationally to attract Investment. Number of Investment Attraction missions in which Durham participated.*



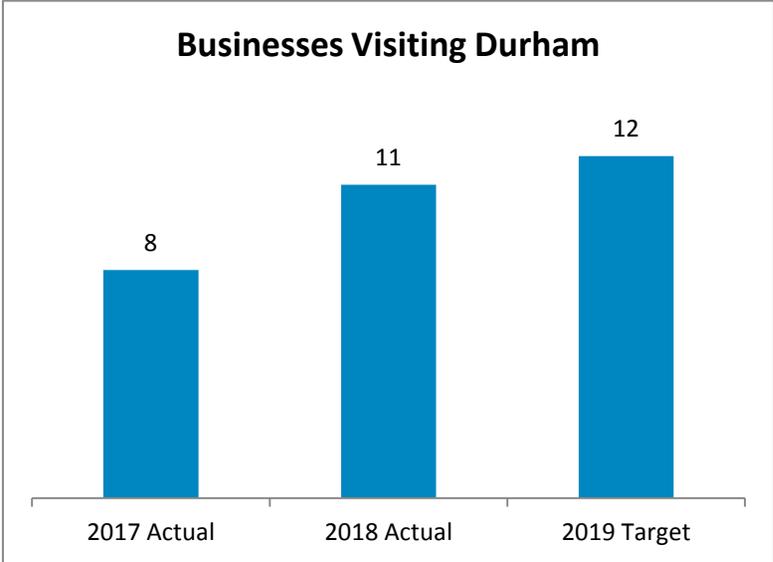
*Investment Inquiries which demonstrated an interest in Durham Region and are provided ongoing follow-up. Direct Inquiry is as a result of Durham Region activities. Other Investment Inquiries come from Toronto Global, Province of Ontario, Global Affairs Canada and other sources. Note: Inquiries have increased due to undertaking more missions in 2018.*



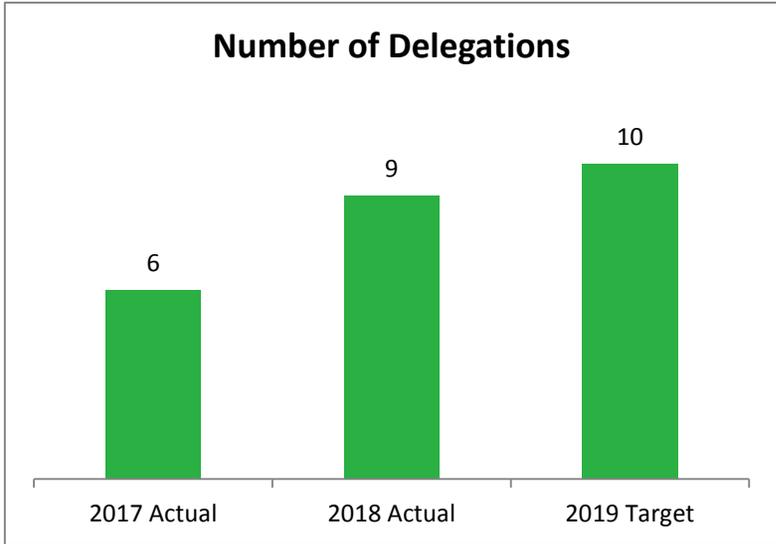
**2019 Program Detail**

**Economic Development &  
Tourism**

**Performance Measurements (Continued):**



*Number of Businesses visiting Durham to investigate investment potential.*



*Government Delegations and Intermediaries who visited Durham Region.*

**PROGRAM 2  
BUSINESS DEVELOPMENT**



**2019 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	235	303	311	(60)	251
Personnel Related	13	17	17	4	21
Communications	109	131	130	(3)	127
Professional Services	153	130	130	50	180
<b>Total Expenses</b>	<b>510</b>	<b>581</b>	<b>588</b>	<b>(9)</b>	<b>579</b>
<b>Revenues</b>					
Revenue from Municipalities	(30)	(30)	(30)	-	(30)
<b>Total Revenues</b>	<b>(30)</b>	<b>(30)</b>	<b>(30)</b>	<b>-</b>	<b>(30)</b>
<b>Net Program Expenses</b>	<b>480</b>	<b>551</b>	<b>558</b>	<b>(9)</b>	<b>549</b>



## **2019 Program Detail**

## **Economic Development & Tourism**

### **Purpose:**

- ◆ To attract and promote Durham Region as a destination for tourists, residents, meetings and conventions, sport events and for those who enjoy festivals.
- ◆ Strengthen the Region's role in the following areas: product development; engaging market-ready tourism partners; identifying, evaluating and bidding on new sporting events and supporting existing events; coordinate and facilitate promotions and linkages to align with strategies of Central Counties Tourism (RTO6) and Destination Ontario.
- ◆ Durham Tourism will play a lead and / or significant role promoting and marketing Durham, both inside and outside of the Region by reinforcing the distinct character of Durham's rural and urban areas through destination awareness communications tactics and a strong Marketing, Communications and Public Relations Plan.
- ◆ Implement and support action items from the 2019-2023 Durham Tourism Strategy in partnership with area municipalities and tourism stakeholders.

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

#### **Partnerships**

- ◆ Collaborate with Central Counties Tourism to develop and promote tourism experiences and partnership opportunities.
- ◆ Nurture ongoing partnerships with Central Counties Tourism, Economic Developers Council of Ontario / Canada (EDCO/ EDAC), Creative Community Networks, Tourism Industry Association Ontario (TIAO), Festival and Events Ontario (FEO), Destination Marketing Association International (DMAI), Culinary Tourism Alliance (CTA), Ontario Motorcoach Association (OMCA), Canadian Sport Tourism Alliance (CSTA) and the Canadian Inbound Tourism Association (CITAP).
- ◆ Provide ongoing industry equipping opportunities to assist the tourism sector.

#### **Marketing and promotion of Durham Region**

- ◆ Strategic development of tourism experiences for the travel trade industry designed to drive overnight visitation and/or attract new types of visitors to support diversification of visitor profile (multi-cultural near markets and international growth markets). Initiatives will focus on agri/culinary, arts, culture & heritage and sport tourism based offers.
- ◆ Promotion of new Durham Tourism branding
- ◆ Continue to market culinary and agri-tourism opportunities, engage with area restaurants and producers to create signature experiences, host media FAM tour to highlight unique locations to help create a "taste of place" for Durham Region.
- ◆ Engage with local bloggers to create unique experiences for Durham Region.
- ◆ Continue to engage and promote festival producers and the arts community to showcase culture in Durham Region.
- ◆ Continued enhancements to the newly redesigned durhamtourism.ca website including new social media account, blogs, and a fully integrated calendar of events.



## **2019 Program Detail**

## **Economic Development & Tourism**

### **Description of Program Activities (Continued):**

#### **Enhance and expand sport tourism**

- ◆ Identify, evaluate and submit bids for new sporting events that will generate positive economic impact and enhance sport culture in the Region, and support existing events.
- ◆ Collaborate with partners to plan and execute events co-hosted by Sport Durham, such as the Ontario Lacrosse Festival, 2019 Ontario Basketball Provincial Championships, and the Canadian Trampoline and Tumbling Championships.
- ◆ Host the Durham Region 2019 Ontario Parasport Games with a focus on athlete experience, creating legacy opportunities, championing accessibility and inclusion, creating a sustainable event, and engaging the community as volunteers and spectators.
- ◆ Continue to develop and execute Sport Durham marketing and communications plans and tactics.

#### **Enhance and expand cycle tourism and promote Durham trails**

- ◆ Develop and implement plans to evolve and promote cycle tourism and Durham trails.
- ◆ Redesign of Durham Region Trails Guide in consultation with area municipalities and conservation authorities.

#### **Coordinate and distribute tourism publications**

- ◆ Produce the 2019 Discovery Guide, including translated versions in Mandarin and German. Print and distribute the Durham Region Fishing Guide, Durham Trails Guide and Durham Cycle Tours Map.

#### **Support and foster relationships with area municipalities**

- ◆ Continue to foster relationships with area municipal tourism staff to help grow local tourism.
- ◆ Create a Durham Tourism presence within municipally run visitor information centres to ensure that Durham Region is fully represented and branded properly.
- ◆ Coordinate marketing efforts with area municipalities to create a fulsome visitor's guide for Durham Region that includes businesses that are tourism ready.
- ◆ Align calendar of events with area municipalities, Central Counties Tourism, and Destination Ontario to allow for ease of use for the event organizer.
- ◆ Ensure that municipal councils have a full understanding of tourism opportunities and how partnerships can be greater enhanced with Durham Tourism and Central Counties Tourism to market these opportunities.

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

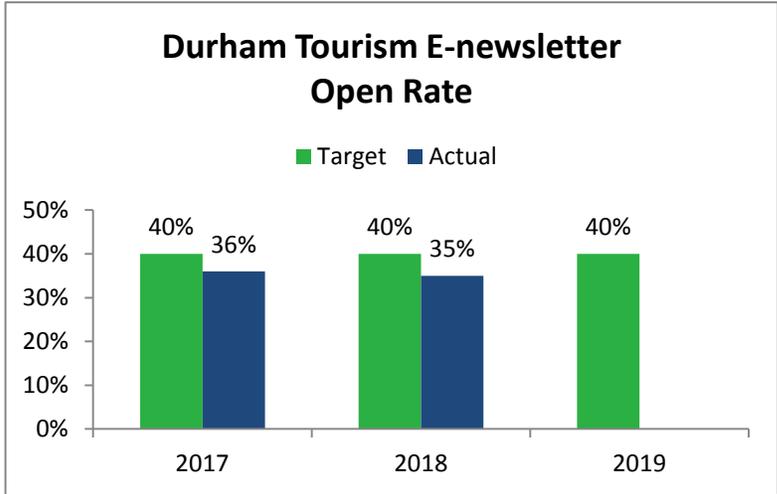
- ◆ 2019 Full Time Staff = 3  
2018 Full Time Staff = 3



**2019 Program Detail**

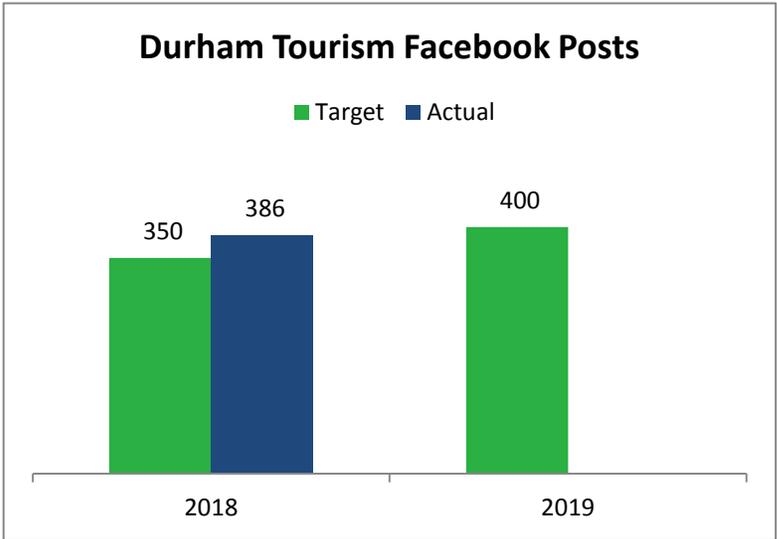
**Economic Development &  
Tourism**

**Performance Measurements:**



*Note: The Industry average open rate for travel e-newsletters is 20% and the Tourism e-newsletter is trending significantly higher.*

*Open rate is a measure of what percentage of people on an email list open a particular email campaign. As of August 2018, there were 8,736 subscribers to the e-newsletter.*

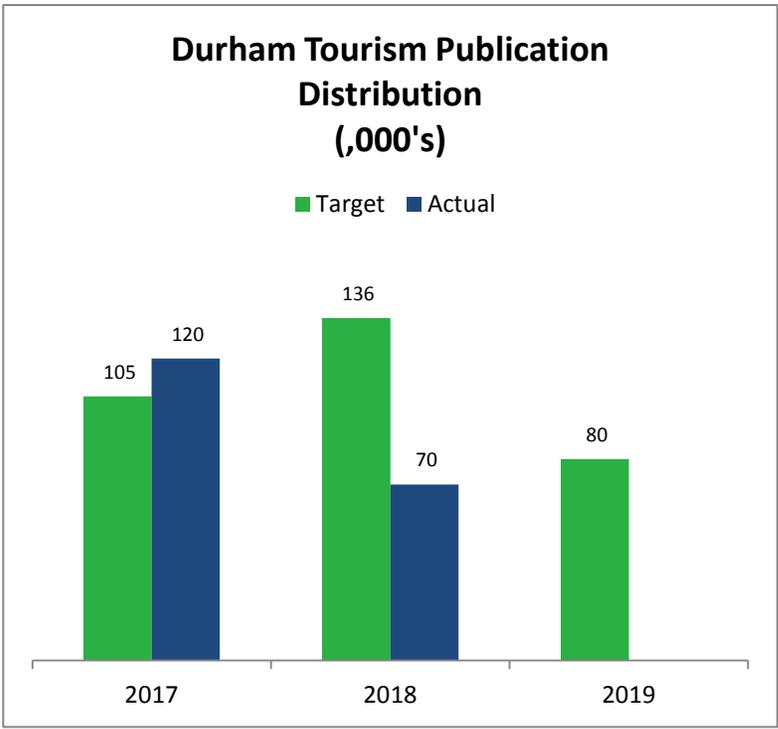
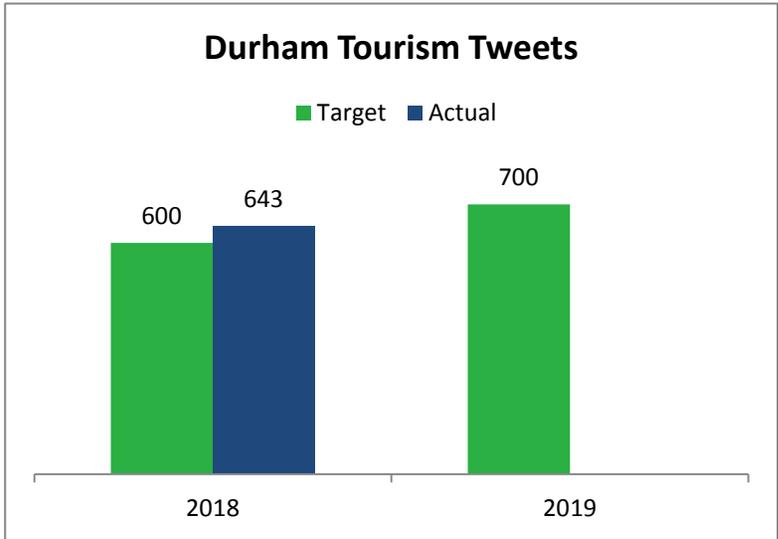




**2019 Program Detail**

**Economic Development & Tourism**

**Performance Measurements (Continued):**



**Note: 2019 distribution targets for Durham Tourism publications are:**

- Discovery Guide - 30,000
- Durham Fishing Guide - 10,000
- Durham Region Trails - 20,000
- Durham Cycle Tours Map - 20,000



**2019 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	322	342	331	20	351
Personnel Related	31	19	18	4	22
Communications	145	242	242	(68)	174
Materials & Services	44	106	106	(6)	100
Vehicle Operations	-	-	-	7	7
Professional Services	115	110	110	(25)	85
Contribution to Reserve & Reserve Funds	-	-	-	6	6
<b>Gross Operating Expenses</b>	<b>657</b>	<b>819</b>	<b>807</b>	<b>(62)</b>	<b>745</b>
<b>Tangible Capital Assets</b>					
New	35	35	-	-	-
<b>Total Tangible Capital Assets</b>	<b>35</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>692</b>	<b>854</b>	<b>807</b>	<b>(62)</b>	<b>745</b>
<b>Revenues</b>					
Fees & Service Charges	(41)	(50)	(50)	50	-
Sundry Revenue	(16)	-	-	-	-
<b>Total Revenues</b>	<b>(57)</b>	<b>(50)</b>	<b>(50)</b>	<b>50</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>635</b>	<b>804</b>	<b>757</b>	<b>(12)</b>	<b>745</b>

# PROGRAM 4A BUSINESS ADVISORY CENTRE DURHAM



## 2019 Program Detail

## Economic Development & Tourism

### Purpose:

- ◆ To provide core funding, in partnership with the Province, for staff resources and facilities, to maintain the operation of the Business Advisory Centre Durham (BACD).

### Description of Program Activities:

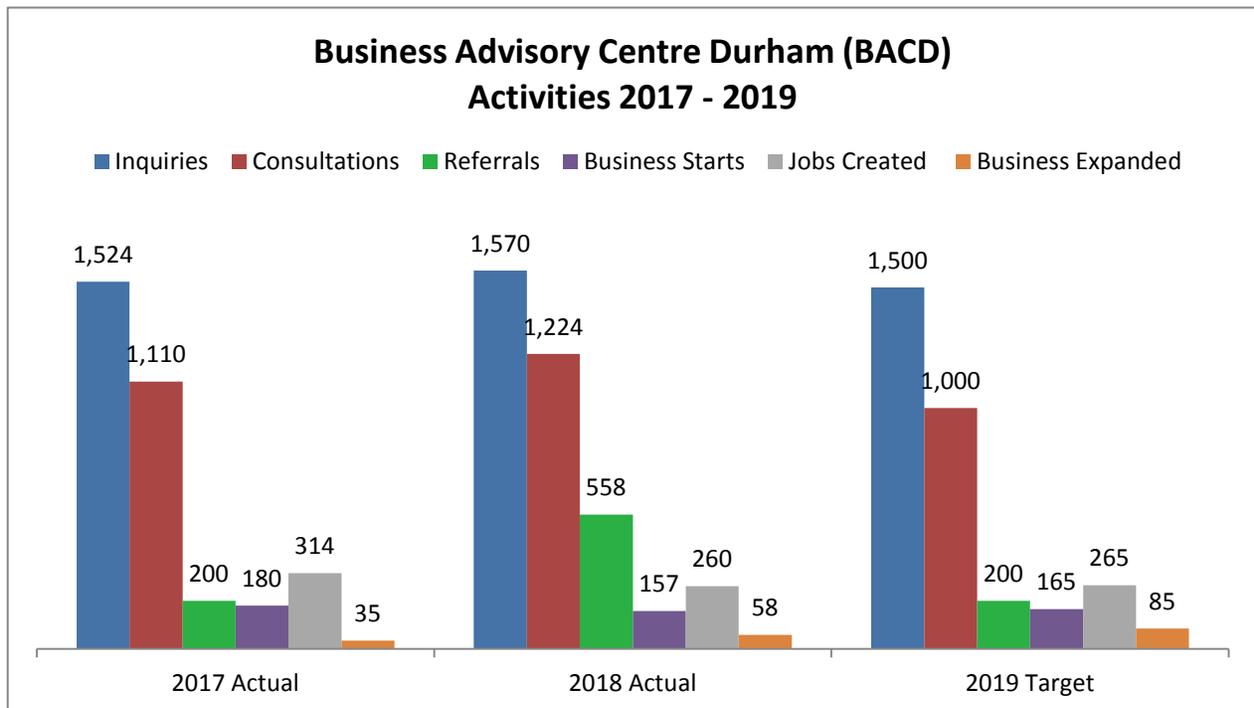
- ◆ Assist, advise, mentor and monitor start-up and existing businesses and business associations that seek guidance from the BACD on growing their business.
- ◆ Outreach to the Community with programs and participate in targeted business activities and functions.
- ◆ Monitor Centre operations, maintenance and upkeep.
- ◆ Liaise with the Provincial and Federal governments and private sector partners to deliver the services of the BACD.
- ◆ Deliver Provincial programs as required.
- ◆ Provide support and directions for new immigrants and displaced workers.

### Description of Program Resources:

- ◆ Staff resources are determined by the Board of Directors with input from Region of Durham Board representative. The Director of Economic Development participates as an Advisor to the Board.

### Performance Measurement:

- ◆ Performance Measurements are tracked annually by the Province using their mandatory tracking system. Based on results, funding is determined for the following year. This includes outreach, consultations with new and existing businesses, seminar attendance, and jobs created.



**PROGRAM 4A  
BUSINESS ADVISORY CENTRE DURHAM**



**2019 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Outside Agency Expenses	160	160	160	-	160
<b>Net Program Expenses</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>-</b>	<b>160</b>



**2019 Program Detail**

**Economic Development &  
Tourism**

**Purpose:**

- ♦ To provide operating space for the Business Advisory Centre Durham, operating since 1998.

**Description of Program Activities:**

- ♦ Costs reflect rental and maintenance for the facility.

**Description of Program Resources:**

- ♦ Staff resources (Economic Development; Works - Facilities Management to operate space).

**PROGRAM 4B  
FACILITIES - GARDEN STREET**



**2019 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Buildings & Grounds Operations	2	3	3	-	3
Contracted Services	6	6	7	-	7
Leased Facilities Expenses	60	62	62	-	62
Insurance	1	1	1	-	1
<b>Net Program Expenses</b>	<b>69</b>	<b>72</b>	<b>73</b>	<b>-</b>	<b>73</b>



## **2019 Program Detail**

## **Economic Development & Tourism**

### **Purpose:**

#### **Rural**

- ◆ To provide support and services for the attraction, retention and expansion of new and existing businesses within rural Durham.
- ◆ To promote and support the revitalization of the rural area downtowns and encourage the development of cultural and business opportunities, while inspiring and supporting entrepreneurship and fostering the preservation of their distinct natural, built and cultural heritage.
- ◆ To strengthen accessibility to services that build a stronger rural and small town identity.

#### **Agriculture**

- ◆ To strengthen and provide support and services for the attraction, retention and expansion of new and existing businesses within the agriculture industry.
- ◆ To work with the Investment Attraction Team to attract new investment in the Agri-food sector.
- ◆ To assist the agriculture sector in developing the necessary infrastructure and services to support the growth of the industry in Durham Region.
- ◆ To assist the agricultural sector in promoting outreach and education to the public and agricultural labour force.

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

#### **Implement the Region's Agricultural Strategy 2019-2024**

- ◆ Continue to investigate partnerships and research of new crops/bio-sources for value-added markets (i.e. non-traditional crops, biomass and alternative on-farm energy production, high yield urban agriculture, micro farm incubator, agroecology and agriculture-tech).
- ◆ Work with agriculture, agri-food sector and government partners, to access funding opportunities for improvements in the application of technology and best practices.
- ◆ Liaise with the local food service sector, the public, and local food producers to build a strong network and infrastructure to support local food procurement.
- ◆ Support initiatives by our key stakeholders and partners including: Durham Farm Fresh, Durham Farm Connections, Ontario Food Cluster, Golden Horseshoe Food and Farming Alliance, Durham Farm and Rural Family Resources and Leading Livestock Genetics.
- ◆ Collaborate with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) on programs that support agriculture in Durham Region.

#### **Education Outreach**

- ◆ Provide workshops/sessions for manufacturers, food producers/processors, entry level farmers and volunteers.
- ◆ Support food processors and manufacturers by participating in trade show opportunities to assist in their marketing efforts.
- ◆ Continue to support the Durham Agricultural Advisory Committee.
- ◆ Advance the Education/Awareness of the Agriculture Industry by profiling the Region's agricultural and agri-food industry through student education programs, agricultural fairs and festivals/events, and investment & industry tours.
- ◆ Encourage and support research and application of new products and technology by local businesses, in partnership with Durham College and the University of Ontario Institute of Technology (UOIT), as well as identify training needs for the agriculture and agri-food industry.



**2019 Program Detail**

**Economic Development & Tourism**

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

**Education Outreach (Continued)**

- ◆ Implement the actions of the Local Food Business Retention and Expansion (BR+E) program.
- ◆ Partner with Durham Farm Connections on a feasibility study and business plan for a proposed Agriculture Education and Event Centre.

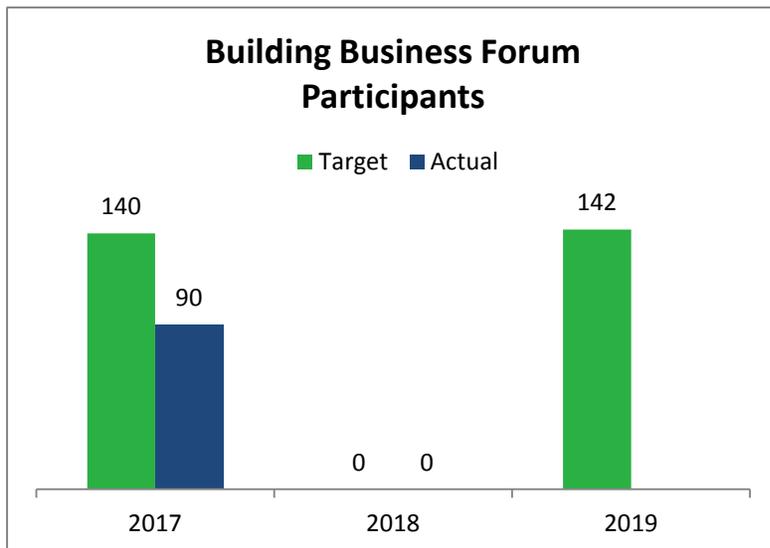
**Assist in implementation of the Vibrant North Durham Economic Development Plan 2019-2024**

- ◆ Building Business Forum annual event.
- ◆ Communicate with the business community through website, e-newsletter, print and social media.
- ◆ Monitor the availability of services necessary to support rural communities and identify gaps in services and infrastructure (e.g. broadband, water and sewer servicing opportunities, roads).
- ◆ Assist in implementing the actions of Township of Scugog Business Retention and Expansion (BR+E) program and the Township of Brock BR+E program.
- ◆ Implement a business visitation program and business tours.
- ◆ Cooperate with the Ontario Ministry of Agriculture and Food and Rural Affairs (OMAFRA) to implement market analysis tools for downtown revitalization in north Durham.
- ◆ Support the development of the rural municipalities' industrial parks and downtowns by developing and maintaining up-to-date community profiles, marketing on website, maintaining current site data and responding to inquiries in a timely manner.
- ◆ Continue to support the Brock, Scugog and Uxbridge Economic Development Advisory Committees.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 3
- 2018 Full Time Staff = 3

**Performance Measurements:**



***Annual event held in the Fall in rural Durham Region that brings together business leaders to share success stories and inspire rural entrepreneurs.***

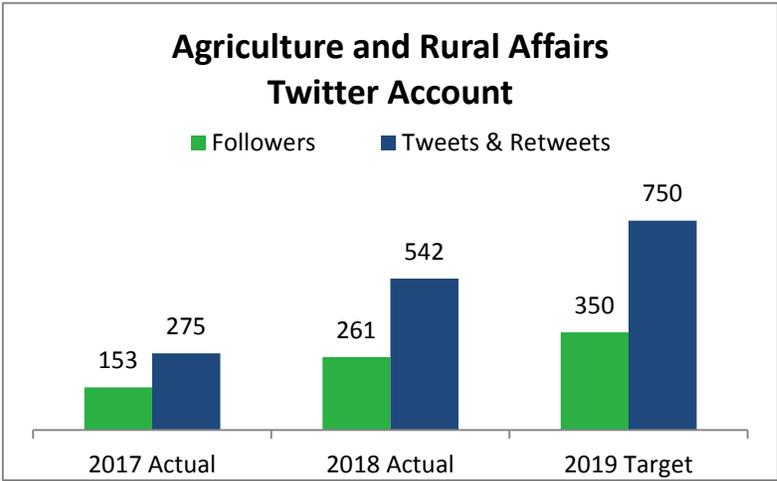
*Event was postponed in 2018, to resume in 2019.*



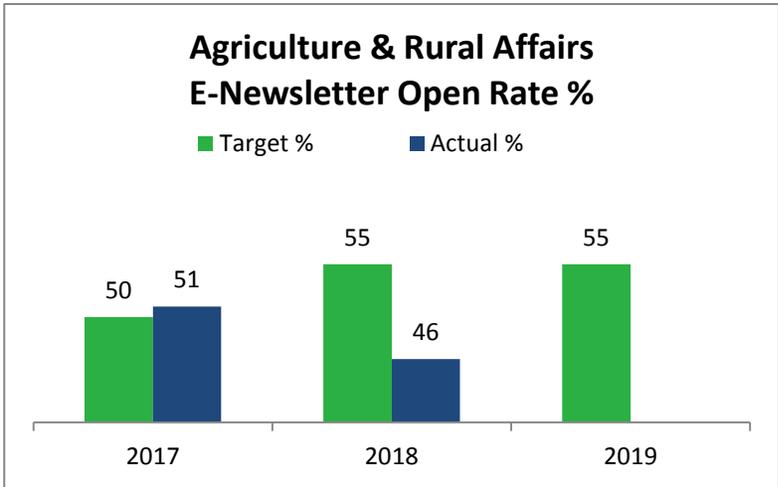
**2019 Program Detail**

**Economic Development & Tourism**

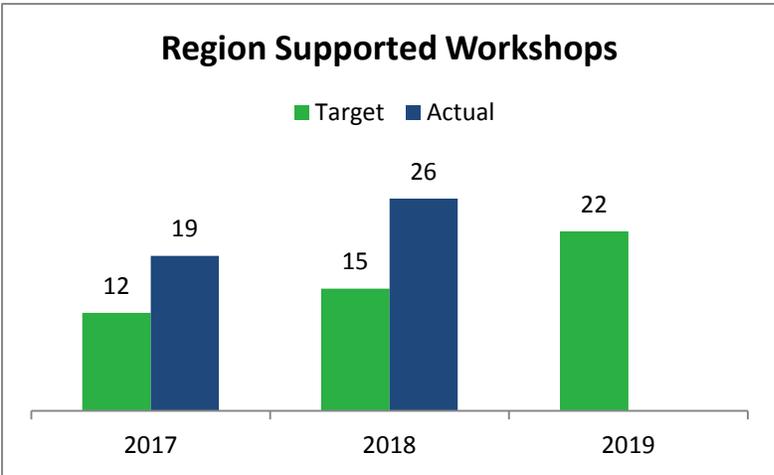
**Performance Measurements (Continued):**



*Broaden outreach with target audiences and create a greater awareness of the agriculture and rural communities in Durham Region.*



*The open rate is a percentage that indicates how many successfully delivered newsletter campaigns were opened by subscribers.*



*Workshops being offered with Region support. Topics for 2018 included youth entrepreneurship workshops and community economic development 101.*

**PROGRAM 5  
RURAL AND AGRICULTURE**



**2019 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	304	322	331	-	331
Personnel Related	13	20	20	-	20
Communications	42	42	42	-	42
Outside Agency Expenses	38	37	37	57	94
Professional Services	37	47	47	(22)	25
<b>Net Program Expenses</b>	<b>434</b>	<b>468</b>	<b>477</b>	<b>35</b>	<b>512</b>

# PROGRAM 6 COMMUNITY PROMOTION RESOURCE



## 2019 Program Detail

## Economic Development & Tourism

### Purpose:

- ♦ Promote Regional and local community/cultural events.
- ♦ Recognize community volunteer organizations in appreciation of their efforts.

### Description of Program Activities:

- ♦ Support sporting/community/cultural events at the Tribute Communities Centre.
- ♦ The Region's suite permits Durham to host important local, provincial, national and international clientele. In addition, this venue offers an opportunity to showcase the Tribute Communities Centre and profile Durham as a location for a wide range of activities and events.
- ♦ Local service clubs and non-profit organizations are given the opportunity to use the facility.
- ♦ The use by the Division is for business and volunteer appreciation.

### Performance Measurement:

<u>USAGE OF THE TRIBUTE COMMUNITIES CENTRE SUITE</u>		
<u>2018</u>		
	<u>Events</u>	<u>%</u>
Local Volunteer Organizations	44	83
Region of Durham	6	11
Economic Development & Tourism	3	6
	<u>53</u>	<u>100</u>

**PROGRAM 6  
COMMUNITY PROMOTION RESOURCE**



**2019 Program Detail**

**Economic Development &  
Tourism**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Rentals - Tribute Communities Centre Box	18	25	25	-	25
<b>Net Program Expenses</b>	<b>18</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>25</b>

## PROGRAM 7 MARKETING STRATEGY PARTNERSHIPS



### 2019 Program Detail

### Economic Development & Tourism

#### Purpose:

- ◆ To actively participate and represent the Region on special projects, initiatives and events with industry leaders, post-secondary institutions and various business stakeholders that complement or benefit economic development for the Region of Durham.
- ◆ To promote Durham Region as a great place to do business; foster relationships between the business community, academia, industry and various levels of government; and advocate for the needs of industry.
- ◆ To support Investment Attraction, Agriculture and Rural Affairs, and Tourism sector activities, by maintaining and providing data and statistical information, marketing collateral and supporting materials.

#### Description of Program Activities:

##### **Sector Development**

- ◆ Work closely with local partners, business groups, industry, various levels of government and other related parties to develop and implement sector specific projects that promote and enhance sector-specific business opportunities, as well as measurably increase the economic well-being of the Region. This includes Agri-business; Energy, Environment and Engineering (EN3); Health Sciences; Innovative Technology; Manufacturing and Tourism sectors as identified in the 2017-2021 Economic Development Strategy.
- ◆ Undertake sector-specific projects such as cluster mapping and studies, research, trends and economic impact analysis to determine programming and suitable partners for each sector.
- ◆ Develop long-term programming based on recommendations and outcomes from the Economic Development Strategy.
- ◆ Collaborate with Spark Centre, BACD and other relevant organizations to promote and support small business and innovation activities that encourage, develop and grow a culture of innovation. This includes, but is not limited to participating in relevant conferences, pitch competitions, international soft landing programs, networking opportunities and other related activities.

##### **Community Relations and Partnership Development**

- ◆ Facilitate collaboration and partnerships between industry, academia and various business support groups to grow, strengthen and diversify Durham's economic base.
- ◆ Collaborate with local stakeholders on initiatives that benefit the local business community by encouraging new business development and growth. This also includes promoting economic development activities through community outreach, networking and building relationships with other stakeholders.
- ◆ Actively represent the Region of Durham on boards and committees including: Durham Workforce Authority; Local Diversity and Immigration Partnership Council; Ajax-Pickering Board of Trade Government Relations Committee; Health and Safety Committee; Durham Immigration Portal; and Economic Developers Council of Ontario.
- ◆ Work with UOIT, Durham College and Trent University to facilitate program development that supports the needs of local industry.

## PROGRAM 7 MARKETING STRATEGY PARTNERSHIPS



### 2019 Program Detail

### Economic Development & Tourism

#### Description of Program Activities (Continued):

##### **Marketing, Advertising and Promotional Collateral**

- ◆ Coordinate the development, design and distribution of the Division's marketing collateral. This includes sector brochures, social media, value proposition/lure brochures, advertisements, e-newsletters and other vehicles.
- ◆ Continue to support relevant and targeted advertising opportunities for Economic Development.
- ◆ Update data and relevant content under "Doing Business" on the corporate website. This also includes working with IT and the Business Development team on developing three separate micro sites in languages that support the Division's activities in key markets of Brazil, China and Germany.

##### **Data Collection and Statistics**

- ◆ Continue to work with the Data, Mapping and Graphics (DMG) Section, to maintain all datasets for Economic Development.
- ◆ Coordinate and undertake research; compile, track and maintain multiple information systems, focusing on economic and key sector data. Information collected is used to support the following activities, but not limited to attracting investment; data, statistics and content for marketing and promotional collateral; information and Council reports; and pertinent up-to-date information on key sectors and other economic indicators.

#### Description of Program Resources:

- ◆ 2019 Full Time Staff = 2  
2018 Full Time Staff = 2

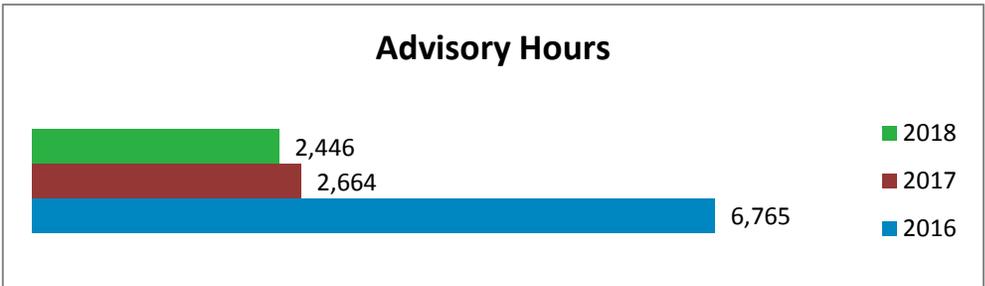
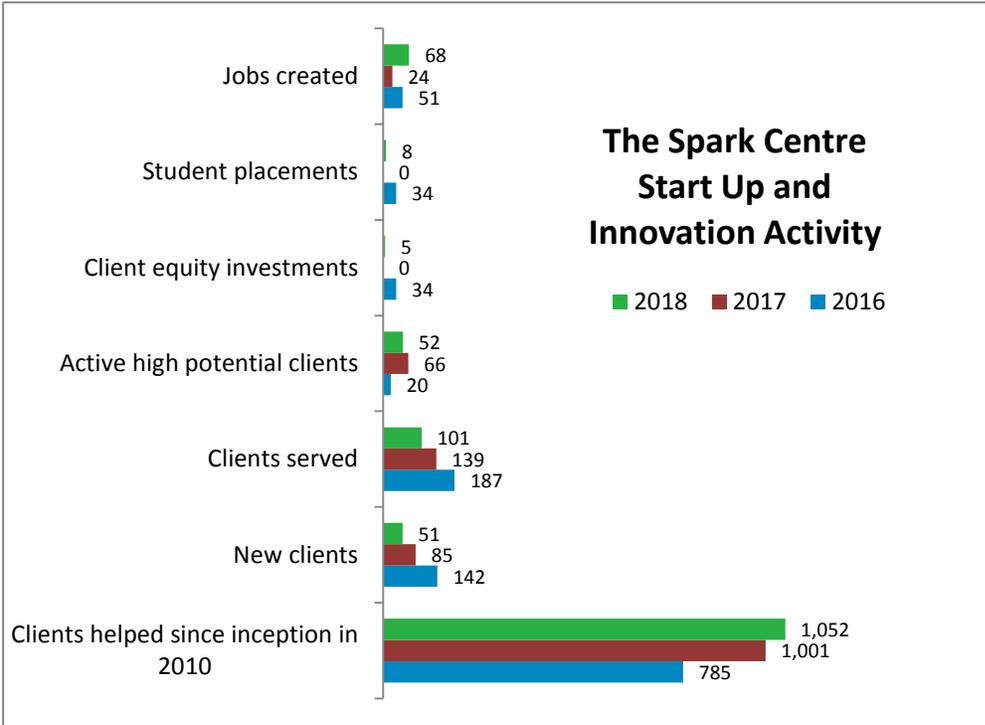
**PROGRAM 7  
MARKETING STRATEGY PARTNERSHIPS**



**2019 Program Detail**

**Economic Development &  
Tourism**

**Performance Measurement:**



**PROGRAM 7  
MARKETING STRATEGY PARTNERSHIPS**



**2019 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	118	230	237	-	237
Personnel Related	29	12	12	-	12
Communications	76	125	124	3	127
Outside Agency Expenses	174	180	180	-	180
Professional Services	65	-	-	5	5
<b>Net Program Expenses</b>	<b>462</b>	<b>547</b>	<b>553</b>	<b>8</b>	<b>561</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Economic Development &  
Tourism**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>111</b>	<b>111</b>	<b>100</b>	<b>13</b>	<b>113</b>

**PROGRAM 9  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Economic Development &  
Tourism**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1 Laptop Computers	4	1,500	6,000
2 Monitors	2	250	500
			<b>6,500</b>

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# PROGRAM SUMMARY



## 2019 Business Plan

## Regional Council

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
Operating:					
1 Regional Council	2,265	2,322	2,351	20	2,371
2 Headquarters Shared Cost	193	193	174	23	197
<b>Net Program Expenses</b>	<b>2,458</b>	<b>2,515</b>	<b>2,525</b>	<b>43</b>	<b>2,568</b>

### Summary of Increase (Decrease)

	\$10	
	0.40%	
		\$53
		2.11%

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	26	Economic increases
Operating Expenses	3	Inflationary increases
Operating Expenses	(19)	Headquarters shared cost
	<u>10</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Regional Council

(\$,000's)

#### Regional Council

◆ Increase in Memberships and Dues for Federation of Canadian Municipalities Special Advocacy Fund contribution as per Report #2018-COW-176.	22
◆ Increase in Memberships and Dues for Federation of Canadian Municipalities Optional Legal Defense Fund contribution.	15
◆ Decrease in Telephones since costs are covered by the local area municipalities.	(17)
	<u>20</u>

#### Headquarters Shared Cost

◆ Regional Council's share of costs related to the operation and maintenance of Regional Headquarters.	23
--	----

**Total Program Changes** 43



**2019 Program Detail**

**Regional Council**

**Purpose:**

- ◆ According to the Municipal Act 2001, (Pt. 1, s.2) the purpose of the municipal government (Regional Council) is “to be responsible and accountable” for matters within their jurisdiction and carry out the powers and duties assigned to them by the Municipal Act including:
  - a) providing the service and other things the municipality considers necessary or desirable for the municipality;
  - b) managing and preserving the public assets of the municipality;
  - c) fostering the current and future economic, social and environmental well-being of the municipality; and
  - d) delivering and participating in Provincial programs and initiatives.

**Description of Program Activities:**

- ◆ Meets regularly in accordance with the Municipal Act, other applicable legislation and Council Rules and Regulations to conduct the business of the Region. Regular meetings are conducted the last Wednesday of the month.
- ◆ Constitutes such Standing Committees and Ad Hoc committees as necessary to provide an appropriate level of detailed study, consultation and leadership on various business areas in order to provide recommendations to Council.
- ◆ Currently, the Standing Committees of Council are as follows:
  - ◆ Finance and Administration Committee
  - ◆ Health and Social Services Committee
  - ◆ Planning and Economic Development Committee
  - ◆ Works Committee
- ◆ Listens to and represents concerns and perspectives of constituents and stakeholders.
- ◆ Elects members to various bodies and organizations to represent the Region’s position and perspective in the activities of those bodies e.g. Conservation Authorities, Police Services Board, Transit Commission.

**Description of Program Resources:**

- ◆ 28 members elected from the 8 local municipalities within the Region of Durham as follows:

◆ Town of Ajax	4 members
◆ Township of Brock	2 members
◆ Municipality of Clarington	3 members
◆ City of Oshawa	6 members
◆ City of Pickering	4 members
◆ Township of Scugog	2 members
◆ Township of Uxbridge	2 members
◆ Town of Whitby	5 members

**PROGRAM 1  
REGIONAL COUNCIL**



**2019 Program Detail**

**Regional Council**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,031	2,028	2,054	-	2,054
Personnel Related	229	263	266	37	303
Communications	5	17	17	(17)	-
Supplies	-	9	9	-	9
Materials & Services	-	1	1	-	1
Equipment Maintenance & Repairs	-	4	4	-	4
<b>Net Program Expenses</b>	<b>2,265</b>	<b>2,322</b>	<b>2,351</b>	<b>20</b>	<b>2,371</b>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Regional Council**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Regional Council**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>193</b>	<b>193</b>	<b>174</b>	<b>23</b>	<b>197</b>

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# PROGRAM SUMMARY



## 2019 Business Plan

## Regional Chair's Office

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>Expense Programs</b>					
<b>Operating:</b>					
1 Regional Chair's Office	726	908	890	(6)	884
2 Headquarters Shared Cost	67	67	60	8	68
<b>Operating Subtotal</b>	793	975	950	2	952
<b>Tangible Capital Assets:</b>					
3 Replacement	9	9	8	-	8
<b>Tangible Capital Assets Subtotal</b>	9	9	8	-	8
<b>Net Program Expenses</b>	<b>802</b>	<b>984</b>	<b>958</b>	<b>2</b>	<b>960</b>

Summary of Increase (Decrease)

	(\$26)	
→	-2.64%	→
		(\$24)
		-2.44%

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	26	Economic increases
Salaries & Benefits	(44)	Salary adjustments
Operating Expenses	(7)	Headquarters shared cost
Tangible Capital Assets - Replacement	(1)	Remove one-time item
	<b>(26)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Regional Chair's Office

(\$,000's)

#### Regional Chair's Office

◆ Mileage costs as Regional Chair no longer has Regional vehicle.	14
◆ Increase in Telephones based on projected 2019 expense.	1
◆ Decrease in Vehicle Operations (-\$6k) and Contribution to Equipment Reserve (-\$15k) due to disposal of Regional Chair vehicle.	(21)
	<hr/>
	(6)
	<hr/>

#### Headquarters Shared Cost

◆ Regional Chair's Office share of costs related to the operation and maintenance of Regional Headquarters.	8
---	---

**Total Program Changes** 

---

**2** 

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**2019 Program Detail**

**Regional Chair's Office**

**Purpose:**

- ◆ The Regional Chair is the head of Regional Council and Chief Executive Officer of the Regional Corporation. This position is selected via direct election, in accordance with the Municipal Elections Act 1996.

**Description of Program Activities:**

- ◆ Presides over all meetings of Regional Council and Regional Committee of the Whole.
- ◆ Represents the Region on a variety of boards, committees and organizations.
- ◆ Advances the Regional position and perspective with other levels of government and other agencies.
- ◆ Meets with residents and community groups to understand their concerns and to make them aware of issues in the Region and actions being taken by Regional Council.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 5  
2018 Full Time Staff = 5

**PROGRAM 1  
REGIONAL CHAIR'S OFFICE**



**2019 Program Detail**

**Regional Chair's Office**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	655	794	776	-	776
Personnel Related	23	50	50	14	64
Communications	15	19	19	1	20
Supplies	1	1	1	-	1
Materials & Services	1	2	2	-	2
Vehicle Operations	-	6	6	(6)	-
Rentals - Tribute Communities Centre Box	15	20	20	-	20
Insurance	1	1	1	-	1
Contribution to Reserve & Reserve Funds	15	15	15	(15)	-
<b>Gross Operating Expenses</b>	<b>726</b>	<b>908</b>	<b>890</b>	<b>(6)</b>	<b>884</b>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Regional Chair's Office**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Personnel Related	-	-	-	-	-
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Regional Chair's Office**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>67</b>	<b>67</b>	<b>60</b>	<b>8</b>	<b>68</b>

**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Regional Chair's Office**

Description	Qty	Unit Cost	Total
		\$	\$
1 Furniture & Fixtures (misc.)			5,800
2 Laptop Computer with monitor	1	1,750	1,750
			7,550

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## 2019 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.).



**2019 Business Plan**

**Chief Administrative Officer**

**The role of the CAO’s Office is to support implementation for all of the goals of the Strategic Plan. The following information highlights the Department's focus on the Durham Region Strategic Plan:**

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

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

**Strategic Goal A.4 - Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system security.**

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

**Strategic Goal A.5 - Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.**

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

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

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

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

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



**2019 Business Plan**

**Chief Administrative Officer**

**Strategic Goal B.7 - Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.**

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the Region's Diversity and Inclusion Strategy</li> <li>◆ Develop policy regarding use of Regional Headquarters for cultural celebrations and art shows.</li> <li>◆ Increase staff knowledge of Indigenous events and promote community Indigenous events.</li> </ul>	

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

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

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

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

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

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

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

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

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

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



**2019 Business Plan**

**Chief Administrative Officer**

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

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

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

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

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

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

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the Region's Corporate Diversity and Inclusion Strategy.</li> </ul>	

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

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

**STRATEGIC PLANNING**



**2019 Business Plan**

**Chief Administrative Officer**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	

# PROGRAM SUMMARY



## 2019 Business Plan

## Chief Administrative Officer

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Chief Administrative Officer	1,069	1,000	1,040	238	1,278
2 Corporate Communications	1,394	1,550	1,507	60	1,567
3 Accessibility Implementation	194	244	147	104	251
4 Roundtable on Climate Change	278	374	379	225	604
5 Headquarters Shared Cost	93	93	84	11	95
<b>Operating Subtotal</b>	<b>3,028</b>	<b>3,261</b>	<b>3,157</b>	<b>638</b>	<b>3,795</b>
<b>Tangible Capital Assets:</b>					
6 New	13	13	-	20	20
7 Replacement	30	30	25	-	25
<b>Tangible Capital Assets Subtotal</b>	<b>43</b>	<b>43</b>	<b>25</b>	<b>20</b>	<b>45</b>
<b>Net Program Expenses</b>	<b>3,071</b>	<b>3,304</b>	<b>3,182</b>	<b>658</b>	<b>3,840</b>

### Summary of Increase (Decrease)

	<b>(\$122)</b>	
	<b>-3.69%</b>	
		<b>\$536</b>
		<b>16.22%</b>

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	87	Economic increases
Salaries & Benefits	47	Annualization - 1 position
Salaries & Benefits	(190)	Remove one-time - Part time salaries and benefits
Operating Expenses	1	Inflationary increases
Operating Expenses	(9)	Headquarters Shared Costs
Tangible Capital Assets - New	(13)	Remove one-time items
Tangible Capital Assets - Replacement	(5)	Remove one-time items
Increase in Inter-Departmental Recoveries	(40)	Water/Sewer/Waste - economic increases
	<b>(122)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Chief Administrative Officer

(\$,000's)

#### Chief Administrative Officer

<ul style="list-style-type: none"> <li>◆ New Position: 1 Program Coordinator, effective July 1, 2019, to support strategic planning, sustainability and other corporate initiatives. (Annualized cost is \$94k)</li> <li>◆ New Position: 1 Administrative Assistant 1, effective July 1, 2019, to provide administrative support for various initiatives. (Annualized cost is \$92k)</li> <li>◆ One-time professional and technical expertise for various corporate initiatives.</li> <li>◆ One-time increase in Major Renovations for office renovations.</li> </ul>	<p>47</p> <p>46</p> <p>100</p> <p>45</p> <hr style="border: 0.5px solid black;"/> <p>238</p>
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#### Corporate Communications

<ul style="list-style-type: none"> <li>◆ New Position: 1 Communications Coordinator, Multi Media, effective July 1, 2019 to support durham.ca, intranet site and new initiatives. (Annualized cost is \$94k)</li> <li>◆ Increase in Education and Training (\$5k) and Telephones (\$3k) for new positions.</li> <li>◆ Increase in Postage costs for Works newsletter.</li> <li>◆ Software Licences (\$2k) for additional module and Purchased Services (\$2k) for enhanced news services.</li> <li>◆ Recovery for increase in Postage costs from water, sewer and waste operations.</li> </ul>	<p>47</p> <p>8</p> <p>8</p> <p>4</p> <p>(7)</p> <hr style="border: 0.5px solid black;"/> <p>60</p>
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#### Accessibility Implementation

<ul style="list-style-type: none"> <li>◆ New Position: 1 Program Coordinator, effective July 1, 2019, to provide ongoing training and expertise. (Annualized cost is \$108k)</li> <li>◆ One-time increase in Temporary Salaries and Benefits from January to June 2019 for Program Coordinator.</li> </ul>	<p>54</p> <p>50</p> <hr style="border: 0.5px solid black;"/> <p>104</p>
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#### Roundtable on Climate Change

<ul style="list-style-type: none"> <li>◆ Increase in Community Relations to develop a five-year implementation strategy for the Durham Community Energy Plan.</li> <li>◆ Increase in Community Relations (\$20k) and Professional, Technical, and Consulting (\$125k) to support program implementation of the Durham Community Climate Adaptation Plan.</li> </ul>	<p>80</p> <p>145</p> <hr style="border: 0.5px solid black;"/> <p>225</p>
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#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Chief Administrative Officer's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	<p>11</p> <hr style="border: 0.5px solid black;"/> <p>11</p>
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EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Chief Administrative Officer

(\$,000's)

Tangible Capital Assets

New:

- ◆ Refer to TCA New Schedule for further details.

20

20

Total Program Changes 658

# PROGRAM 1 CHIEF ADMINISTRATIVE OFFICER



## 2019 Program Detail

## Chief Administrative Officer

### Purpose:

- ◆ To provide leadership and facilitate a collaborative and high performing work environment, providing quality advice and support to Regional Council, and ensuring Council directions are implemented effectively, efficiently and with high quality service delivery.

### Description of Program Activities:

- ◆ Oversee the implementation of Council programs and execution of Council directions in a timely, effective and efficient manner.
- ◆ Ensure Regional operations and management practices are efficient and promote co-operation, encourage a continuous quality improvement approach to the management and customer service role within Durham Region.
- ◆ Implement, monitor and report on the Strategic Plan to reflect the priorities of Regional Council.
- ◆ Support the further development of in-service education programs designed to enhance the training and abilities of the current staff.
- ◆ Actively support the activities associated with sustainability, directing staff to meet Council's instruction that the Region become a municipal leader in such efforts, and participate as a full working member of the Durham Region Roundtable on Climate Change.
- ◆ Provide recommendations on senior staff resources for the Region of Durham.
- ◆ Engage and strengthen intergovernmental relations.
- ◆ Conduct regular meetings with Commissioners to plan, review and monitor Regional business.
- ◆ Strengthen partnerships with Regional Chief Administrative Officers, various community and business organizations and Provincial staff to coordinate joint policy/program planning.
- ◆ Oversee performance management for the organization including benchmarking programs.

### Description of Program Resources:

- ◆ 2019 Full-Time Staff = 7                      New Positions: 1 Program Coordinator, 1 Administrative Assistant 1  
2018 Full-Time Staff = 5

**PROGRAM 1  
CHIEF ADMINISTRATIVE OFFICER**



**2019 Program Detail**

**Chief Administrative  
Officer**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	861	880	916	93	1,009
Personnel Related	177	76	80	-	80
Communications	7	12	12	-	12
Supplies	7	7	7	-	7
Materials & Services	1	-	-	-	-
Equipment Maintenance & Repairs	3	5	5	-	5
Professional Services	13	20	20	100	120
Major Repairs & Renovations	-	-	-	45	45
<b>Gross Operating Expenses</b>	<b>1,069</b>	<b>1,000</b>	<b>1,040</b>	<b>238</b>	<b>1,278</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	4	4
Replacement	12	12	12	-	12
<b>Total Tangible Capital Assets</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>4</b>	<b>16</b>
<b>Net Program Expenses</b>	<b>1,081</b>	<b>1,012</b>	<b>1,052</b>	<b>242</b>	<b>1,294</b>

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

Net Program Expenses Per Above	1,294
Less: Tangible Capital Assets	(16)
Net Operating Program Expenses Per Program Summary	<u>1,278</u>



**2019 Program Detail**

**Chief Administrative  
Officer**

**Purpose:**

- ◆ To provide leadership, advice, professional services and training, to the Corporation in the areas of: Strategic Communications (including marketing/promotion and engagement); Crisis Communications (including issues management and emergency information management); Media Relations and Social Media (including analysis and reporting); and Corporate Identity (including Regional logo use and corporate brand visibility). Services are provided to support corporate and specific program needs and aim to keep the public, businesses, other levels of government, partner organizations, and Regional employees appropriately informed and ultimately to enhance public engagement.

**Description of Program Activities:**

Consultation and leadership services in the areas of:

- ◆ Strategic communications, including development of project/program communications strategies and related materials for internal and external distribution (e.g. newsletters, fact sheets, brochures, backgrounders, protocols, guides); development of online content/engagement strategies and materials (e.g. new sections, e-newsletters); training/guidance in the areas of writing, and creation of marketing materials.
- ◆ Media relations, including development and publishing of all Regional media materials; co-ordination of media inquiries/interviews, media conferences, media training and media monitoring.
- ◆ Social media, including the development of social media strategies and content to promote Regional programs and services. The management of social media accounts includes, but is not limited to, monitoring social media platforms and conversations, engaging in two-way communications and customer service interactions, records retention, analytics monitoring and account security.
- ◆ Crisis/issues communications, including development of issue-specific strategies and related materials; planning and information sharing activities (e.g. water supply issues, road closures, etc.).
- ◆ Emergency Information (EI), including media inquiry, social media, media conference centre, media monitoring; all information publishing functions (media materials, web postings and social media postings) during declared and non-declared emergencies, and during annual exercises, to ensure accurate and timely emergency information sharing with the public, businesses, other levels of government, partner organizations, and Regional employees.
- ◆ Corporate identity, including production of the Durham Region Logo Use Guidelines and guidance to staff and external partners on the use of the Region's official logo; co-ordination of employee uniforms, corporate displays, promotional/give-away items; and production and distribution of the Corporate Services Video, and related resources and learning materials for students and teachers. These initiatives all help promote the programs and services of the Region, and help effectively communicate Regional policies and decisions in a clear, consistent manner, strengthening our visibility to the public, and increasing public understanding of Regional roles and responsibilities.

**Description of Program Resources:**

- ◆ 2019 Full-Time Staff = 15                      New Position: 1 Communications Coordinator  
2018 Full-Time Staff = 14

**PROGRAM 2  
CORPORATE COMMUNICATIONS**



**2019 Program Detail**

**Chief Administrative  
Officer**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,553	1,624	1,623	47	1,670
Personnel Related	35	55	54	5	59
Communications	190	234	233	11	244
Supplies	20	34	34	-	34
Computer Maintenance & Operations	-	-	-	2	2
Materials & Services	-	-	-	2	2
Equipment Maintenance & Repairs	1	2	2	-	2
Minor Assets & Equipment	1	7	7	-	7
<b>Operating Expenses Subtotal</b>	<b>1,800</b>	<b>1,956</b>	<b>1,953</b>	<b>67</b>	<b>2,020</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Recovery from Water/Sewer/Waste	(406)	(406)	(446)	(7)	(453)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(406)</b>	<b>(406)</b>	<b>(446)</b>	<b>(7)</b>	<b>(453)</b>
<b>Gross Operating Expenses</b>	<b>1,394</b>	<b>1,550</b>	<b>1,507</b>	<b>60</b>	<b>1,567</b>
<b>Tangible Capital Assets</b>					
New	13	13	-	14	14
Replacement	18	18	11	-	11
<b>Total Tangible Capital Assets</b>	<b>31</b>	<b>31</b>	<b>11</b>	<b>14</b>	<b>25</b>
<b>Net Program Expenses</b>	<b>1,425</b>	<b>1,581</b>	<b>1,518</b>	<b>74</b>	<b>1,592</b>

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

Net Program Expenses Per Above	1,592
Less: Tangible Capital Assets	(25)
Net Operating Program Expenses Per Program Summary	<u>1,567</u>

## PROGRAM 3 ACCESSIBILITY IMPLEMENTATION



### 2019 Program Detail

Chief Administrative  
Officer

#### Purpose:

- ◆ To provide advice to Regional Council on accessibility issues as prescribed in the *Ontarians with Disabilities Act, 2001* and *Accessibility for Ontarians with Disabilities Act, 2005*.
- ◆ To ensure organizational compliance with the *Accessibility for Ontarians with Disabilities Act, 2005*.

#### Description of Program Activities:

- ◆ Prepare annual accessibility plans and reports.
- ◆ Provide advice to departments regarding implementation of stated initiatives.
- ◆ Review new regulations as they are introduced and develop a framework for staging implementation of new initiatives.
- ◆ Develop appropriate training for staff regarding accessibility issues.
- ◆ Staff advisor and support to Durham's Accessibility Advisory Committee in carrying out its mandated functions.
- ◆ Liaise with area municipal staff and other municipalities to share information, best practices and reduce duplication.
- ◆ Assess audits of Regional facilities to determine barriers to accessibility.

#### Description of Program Resources:

- ◆ 2019 Full Time Staff = 2                      New Position: 1 Program Coordinator
- ◆ 2018 Full Time Staff = 1

#### Performance Measurements:

- ◆ Accessibility Report and Plan updated by March 31, 2019.
- ◆ Removal of barriers as identified in the Accessibility Plan.
- ◆ Training implemented as per Accessibility Standards.

**PROGRAM 3  
ACCESSIBILITY IMPLEMENTATION**



**2019 Program Detail**

**Chief Administrative  
Officer**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	181	213	116	104	220
Personnel Related	5	8	8	-	8
Communications	7	17	17	-	17
Supplies	1	1	1	-	1
Materials & Services	-	3	3	-	3
Professional Services	-	2	2	-	2
<b>Gross Operating Expenses</b>	<b>194</b>	<b>244</b>	<b>147</b>	<b>104</b>	<b>251</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	2	2
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>2</b>
<b>Net Program Expenses</b>	<b>194</b>	<b>244</b>	<b>147</b>	<b>106</b>	<b>253</b>

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

Net Program Expenses Per Above	253
Less: Tangible Capital Assets	(2)
Net Operating Program Expenses Per Program Summary	<u>251</u>

# PROGRAM 4 ROUNDTABLE ON CLIMATE CHANGE



## 2019 Program Detail

Chief Administrative  
Officer

### Purpose:

- ◆ To support the activities of the committee of Regional Council that will champion the Region's response to climate change.

### Description of Program Activities:

- ◆ The Durham Region Roundtable on Climate Change (DRRCC) will: develop knowledge of what municipalities and its citizens can do to contribute to the global efforts to deal with Climate Change; review and provide input to Regional Staff Working Group on Regional activities.
- ◆ Staff from the Office of the CAO will support the activities of the DRRCC and continue to explore and implement climate change mitigation initiatives/programs. The Legislative Services Division of the Corporate Services Department will provide additional administrative support.
- ◆ Staff will liaise with the DRRCC and community partners to develop potential programs identified in the Durham Climate Adaptation Plan (DCCAP).
- ◆ Staff will liaise with area municipal staff, other municipalities and organizations to share information, best practices and to integrate initiatives where appropriate.
- ◆ Staff will engage community stakeholders and encourage participation in the development of the Durham Community Energy Plan (DCEP) and future revisions to the Community Climate Change Local Action Plan (LAP).
- ◆ Staff will hold education sessions with the community to provide information about potential initiatives to reduce greenhouse gas emissions.
- ◆ Attendance at conferences by members of the Roundtable and the Staff Working Group on Climate Change is anticipated to remain informed and expand on understanding of relevant areas of climate change mitigation and adaptation.
- ◆ Staff will continue to monitor funding opportunities through the Federation of Canadian Municipalities (FCM) Green Municipal Fund and any other appropriate sources.

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 2
- ◆ 2018 Full Time Staff = 2

### Performance Measures:

- ◆ LAP program implementation continuing.
- ◆ Community adaptation plan implementation phase underway.

**PROGRAM 4  
ROUNDTABLE ON CLIMATE CHANGE**



**2019 Program Detail**

**Chief Administrative  
Officer**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	213	244	252	-	252
Personnel Related	29	41	38	-	38
Communications	16	23	23	100	123
Supplies	1	1	1	-	1
Professional Services	19	65	65	125	190
<b>Gross Operating Expenses</b>	<b>278</b>	<b>374</b>	<b>379</b>	<b>225</b>	<b>604</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	2	-	2
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>
<b>Net Program Expenses</b>	<b>278</b>	<b>374</b>	<b>381</b>	<b>225</b>	<b>606</b>

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

Net Program Expenses Per Above	606
Less: Tangible Capital Assets	(2)
Net Operating Program Expenses Per Program Summary	<u>604</u>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Chief Administrative  
Officer**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	536	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,124</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,501</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Chief Administrative  
Officer**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,119</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>93</b>	<b>93</b>	<b>84</b>	<b>11</b>	<b>95</b>

**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Chief Administrative  
Officer**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Chief Administrative Officer - Program 1</u></b>			
1 Laptop Computers with Monitor	2	1,750	3,500
<b><u>Corporate Communications - Multi-Media - Program 2</u></b>			
2 Smartboard	1	11,500	11,500
3 Power Laptop with Monitor	1	2,650	2,650
			14,150
<b><u>Accessibility Implementation - Program 3</u></b>			
4 Laptop Computer with Monitor	1	1,750	1,750
			<b>19,400</b>

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Chief Administrative  
Officer**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Chief Administrative Officer - Program 1</u></b>			
1 Furniture & Fixtures (misc.)		5,800	5,800
2 Laptop Computer with Monitor	1	1,750	1,750
3 Chairs		4,000	4,000
			11,550
<b><u>Corporate Communications - Multi-Media - Program 2</u></b>			
4 Power Laptop Computers with Monitor	2	2,650	5,300
<b><u>Corporate Communications - Works - Program 2</u></b>			
5 Power Laptop Computer with Monitor	1	2,650	2,650
<b><u>Corporate Communications - Social Services/DEMO -</u></b>			
6 Power Laptop Computer with Monitor	1	2,650	2,650
<b><u>Roundtable on Climate Change - Program 4</u></b>			
7 Laptop Computer with Monitor	1	1,750	1,750
			<b>23,900</b>

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**LEGAL SERVICES**

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2019 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 Municipal 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

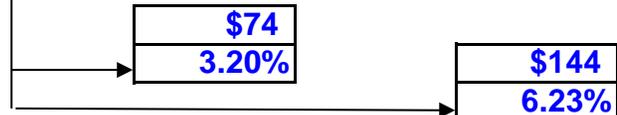


### 2019 Business Plan

### Corporate Services - Legal Services

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
<u>Expense Programs</u>	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Legal Administration	2,429	2,474	2,551	297	2,848
2 Headquarters Shared Cost	103	103	93	13	106
<b>Operating Subtotal</b>	<b>2,532</b>	<b>2,577</b>	<b>2,644</b>	<b>310</b>	<b>2,954</b>
<b>Tangible Capital Assets:</b>					
3 New	-	-	-	8	8
4 Replacement	15	15	22	-	22
<b>Tangible Capital Assets Subtotal</b>	<b>15</b>	<b>15</b>	<b>22</b>	<b>8</b>	<b>30</b>
<b>Total Program Expenses</b>	<b>2,547</b>	<b>2,592</b>	<b>2,666</b>	<b>318</b>	<b>2,984</b>
<b>Revenue Programs</b>					
Land Registration	(33)	(21)	(21)	-	(21)
Development Agreements	(116)	(90)	(90)	(20)	(110)
Social Housing Services	(30)	(30)	(30)	-	(30)
Insurance Pool Services	-	(30)	(30)	-	(30)
Durham Non-Profit					
Housing Services	(25)	(25)	(25)	-	(25)
Durham Regional Police Service	-	-	-	(228)	(228)
Durham Region Transit	(85)	(85)	(85)	-	(85)
<b>Total Revenue Programs</b>	<b>(289)</b>	<b>(281)</b>	<b>(281)</b>	<b>(248)</b>	<b>(529)</b>
<b>Net Program Expenses</b>	<b>2,258</b>	<b>2,311</b>	<b>2,385</b>	<b>70</b>	<b>2,455</b>

### Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	92	Economic increases
Salaries & Benefits	5	Job reclassification
Salaries & Benefits	(25)	Remove one-time part time staffing
Operating Expenses	5	Inflationary increases
Operating Expenses	(10)	Headquarters shared cost
Tangible Capital Assets - Replacement	7	Increased requirement
	<b>74</b>	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Corporate Services - Legal Services

(\$,000's)

### Administration

<ul style="list-style-type: none"> <li>◆ New Position: 1 Senior Solicitor, effective July 1, 2019, to provide cost effective in-house legal services to Durham Regional Police Service (DRPS), thereby enhancing service delivery and avoiding costs for outside counsel. The costs associated with this position will be charged back to the DRPS. (Annualized cost is \$228k)</li> <li>◆ Increase to Temporary/part time staffing for six months until the new Senior Solicitor position above is hired. The costs associated with this temporary staffing will be charged back to the DRPS.</li> <li>◆ Increase to Temporary/part time staffing for the second year of a two year pilot Articling Student program.</li> <li>◆ Increase Temporary/part time staffing for a Law student and Legal Assistant student.</li> <li>◆ Various adjustments to operating costs are required to support the growing needs of the division and the organization, and to align with actual expenditures and projected requirements.</li> </ul>	<p>114</p> <p>114</p> <p>25</p> <p>30</p> <p>14</p> <hr style="border: 0.5px solid black;"/> <p>297</p>
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### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Corporate Services - Legal Services' share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	<p>13</p> <hr style="border: 0.5px solid black;"/> <p>13</p>
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### Tangible Capital Assets

**New:**

<ul style="list-style-type: none"> <li>◆ Refer to TCA New Schedule for further details.</li> </ul>	<p>8</p> <hr style="border: 0.5px solid black;"/> <p>8</p>
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### Revenue

<ul style="list-style-type: none"> <li>◆ Increase in Revenue from Development Agreement fees.</li> <li>◆ Recovery from Durham Regional Police Service to cover costs for new and temporary Senior Solicitor.</li> </ul>	<p>(20)</p> <p>(228)</p> <hr style="border: 0.5px solid black;"/> <p>(248)</p> <hr style="border: 0.5px solid black;"/> <p><b>Total Program Changes</b>      <b>70</b></p>
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**2019 Program Detail**

**Corporate Services -  
Legal Services**

**Purpose:**

- ◆ Corporate Services - Legal Services is responsible for providing legal services to Regional Council, all Regional departments, in addition to supporting several external clients in a timely and cost effective manner.

**Description of Program Activities:**

- ◆ To fulfill its purpose, Legal Services undertakes the following:
  1. Provides legal opinions and legal advice to every department and division within the corporation on a wide variety of legal matters;
  2. Appears as counsel before courts of civil jurisdiction, provincial offences court and a wide variety of boards/tribunals;
  3. Acts as solicitor in all property matters and transactions;
  4. Assists in the preparation and approval of agreements and contracts;
  5. Prepares by-laws;
  6. Initiates civil proceedings;
  7. Undertakes the defence of claims on behalf of the Durham Municipal Insurance Pool; and,
  8. Oversees the appointment and functioning of outside counsel and their work.
- ◆ The legal services delivered by the staff of the division are a cost effective means for the Region to ensure that its actions will:
  - (a) comply with all applicable laws;
  - (b) have the desired legal effect; and,
  - (c) minimize exposure to legal liability.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 15                      New Position: 1 Senior Solicitor  
2018 Full Time Staff = 14

**Performance Measurements:**

- ◆ Based upon the 2017 MBNCanada Performance Measurement Results, Durham's rate for in-house legal costs is \$189 per hour.
- ◆ This measure provides evidence that Durham is obtaining excellent value through the use of in-house resources from Legal Services.

**PROGRAM 1  
LEGAL ADMINISTRATION**



**2019 Program Detail**

**Corporate Services -  
Legal Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,288	2,319	2,391	283	2,674
Personnel Related	73	87	92	(12)	80
Communications	45	38	38	6	44
Supplies	12	12	12	3	15
Computer Maintenance & Operations	-	-	-	10	10
Materials & Services	34	21	21	11	32
Equipment Maintenance & Repairs	2	6	6	(4)	2
Professional Services	10	11	11	-	11
<b>Gross Operating Expenses</b>	<b>2,464</b>	<b>2,494</b>	<b>2,571</b>	<b>297</b>	<b>2,868</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	8	8
Replacement	15	15	22	-	22
<b>Total Tangible Capital Assets</b>	<b>15</b>	<b>15</b>	<b>22</b>	<b>8</b>	<b>30</b>
<b>Total Expenses</b>	<b>2,479</b>	<b>2,509</b>	<b>2,593</b>	<b>305</b>	<b>2,898</b>
<b>Revenues</b>					
Sundry Revenue	(27)	(20)	(20)	-	(20)
Revenue from Municipalities	(8)	-	-	-	-
<b>Total Revenues</b>	<b>(35)</b>	<b>(20)</b>	<b>(20)</b>	<b>-</b>	<b>(20)</b>
<b>Net Program Expenses</b>	<b>2,444</b>	<b>2,489</b>	<b>2,573</b>	<b>305</b>	<b>2,878</b>

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

Net Program Expenses Per Above	2,878
Less: Tangible Capital Assets	(30)
Net Operating Program Expenses Per Program Summary	<u>2,848</u>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Corporate Services -  
Legal Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 2  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Corporate Services -  
Legal Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>103</b>	<b>103</b>	<b>93</b>	<b>13</b>	<b>106</b>

**PROGRAM 3  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Corporate Services -  
Legal Services**

Description		Qty	Unit Cost	Total
1	Power Laptop	1	\$ 2,400	\$ 2,400
2	Monitors	2	250	500
3	Furniture	1	5,000	5,000
				<b>7,900</b>

**PROGRAM 4  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Corporate Services -  
Legal Services**

Description		Qty	Unit Cost	Total
1	Desktop Computers	2	\$ 700	\$ 1,400
2	Power Laptops	5	2,400	12,000
3	Monitors	14	250	3,500
4	Furniture	5	1,000	5,000
				<b>21,900</b>

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**LEGAL SERVICES – PROVINCIAL OFFENCES ACT**

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**2019 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.



**2019 Business Plan**

**Corporate Services - Legal  
Services - Provincial Offences Act**

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

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

## PROGRAM SUMMARY



### 2019 Business Plan

Corporate Services - Legal  
Services - Provincial Offences Act

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	3,421	4,005	4,057	(162)	3,895
2 Prosecution	1,172	1,184	1,218	9	1,227
3 Default Fines Collection	987	987	1,004	-	1,004
4 French Language Services	-	-	-	-	-
5 Headquarters Shared Cost	941	941	852	111	963
<b>Operating Subtotal</b>	<b>6,521</b>	<b>7,117</b>	<b>7,131</b>	<b>(42)</b>	<b>7,089</b>
<b>Tangible Capital Assets:</b>					
6 New	-	-	-	110	110
7 Replacement	26	26	51	-	51
Contribution from Reserve / Reserve Fund	-	-	-	(100)	(100)
<b>Tangible Capital Assets Subtotal</b>	<b>26</b>	<b>26</b>	<b>51</b>	<b>10</b>	<b>61</b>
<b>Total Program Expenses</b>	<b>6,547</b>	<b>7,143</b>	<b>7,182</b>	<b>(32)</b>	<b>7,150</b>
<b>Revenue Programs</b>					
Revenues from POA Fines	(6,800)	(7,300)	(7,300)	-	(7,300)
<b>Total Revenue Programs</b>	<b>(6,800)</b>	<b>(7,300)</b>	<b>(7,300)</b>	<b>-</b>	<b>(7,300)</b>
<b>Net Program Expenses</b>	<b>(253)</b>	<b>(157)</b>	<b>(118)</b>	<b>(32)</b>	<b>(150)</b>
Municipal Share (60%)	(152)	(94)	(71)	(19)	(90)
Regional Share (40%)	(101)	(63)	(47)	(13)	(60)

### Summary of Increase (Decrease)

\$39	-24.84%	\$7
-4.46%		

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	85	Economic increases
Operating Expenses	6	Inflationary increases
Operating Expenses	(89)	Headquarters shared cost
Inter-departmental Charges	17	Economic increases
Tangible Capital Assets - Replacement	25	Increased requirements
Revenues	(5)	Provincial Subsidy - French Language Services
	<b>39</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Corporate Services - Legal Services - Provincial Offences Act

(\$,000's)

#### Administration

<ul style="list-style-type: none"> <li>◆ Cost savings anticipated for 2019 due to the utilization of four (4) out of five (5) courtrooms for the year, thereby resulting in a reduction in the planned use of Justice of the Peace services. Services will be re-evaluated for the 2020 budget.</li> </ul>	(175)
<ul style="list-style-type: none"> <li>◆ Various adjustments to costs are required to support the growing needs of the division and the organization, and to align with actual expenditures and forecasted requirements.</li> </ul>	13
	(162)

#### Prosecution

<ul style="list-style-type: none"> <li>◆ Various adjustments to operating costs are required to support the growing needs of the division and the organization, and to align with actual expenditures and forecasted requirements.</li> </ul>	9
	9

#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Legal Services - Provincial Offences Act's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	111
	111

#### Tangible Capital Assets

**New:**

<ul style="list-style-type: none"> <li>◆ Refer to TCA New Schedule for further details.</li> </ul>	110
<ul style="list-style-type: none"> <li>◆ Contribution from Reserve to partially offset the Space Optimization project costs.</li> </ul>	(100)
	10
<b>Total Program Changes</b>	<b>(32)</b>



## **2019 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences Act**

### **Purpose:**

- ◆ To provide a quality local justice service for the Region of Durham to the public in cooperation with multiple justice stakeholders, enforcement agencies and the judiciary.

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

- ◆ Provide customer service for administrative court service functions, related to the Provincial Offences charges issued within the Region of Durham.
- ◆ Receive and process offences and register payments to the offender's case.
- ◆ Maintain the records, original documents and electronic data in accordance with Memorandum of Understanding and established Provincial standards.
- ◆ Provide judicial support for all courtroom activities and prepare transcripts of court hearings as required.
- ◆ Develop, maintain and enhance a trial scheduling system to effectively utilize court time as provided by the Regional Senior Justice of the Peace for Central East Region.

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

- ◆ 2019 Full Time Staff = 23.85  
2018 Full Time Staff = 23.85

**PROGRAM 1  
ADMINISTRATION**



**2019 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences Act**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	2,305	2,447	2,498	-	2,498
Personnel Related	13	12	13	1	14
Communications	32	78	78	(13)	65
Supplies	36	40	40	-	40
Computer Maintenance & Operations	208	250	250	-	250
Materials & Services	133	141	141	4	145
Equipment Maintenance & Repairs	11	25	25	9	34
Professional Services	627	993	993	(171)	822
Financial Expenses	96	94	94	8	102
<b>Gross Operating Expenses</b>	<b>3,461</b>	<b>4,080</b>	<b>4,132</b>	<b>(162)</b>	<b>3,970</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	85	85
Replacement	17	17	37	-	37
Contribution from Reserve / Reserve Fund	-	-	-	(77)	(77)
<b>Total Tangible Capital Assets</b>	<b>17</b>	<b>17</b>	<b>37</b>	<b>8</b>	<b>45</b>
<b>Total Expenses</b>	<b>3,478</b>	<b>4,097</b>	<b>4,169</b>	<b>(154)</b>	<b>4,015</b>
<b>Revenues</b>					
Fees & Service Charges	(40)	(75)	(75)	-	(75)
<b>Total Revenues</b>	<b>(40)</b>	<b>(75)</b>	<b>(75)</b>	<b>-</b>	<b>(75)</b>
<b>Net Program Expenses</b>	<b>3,438</b>	<b>4,022</b>	<b>4,094</b>	<b>(154)</b>	<b>3,940</b>

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

Net Program Expenses Per Above	3,940
Less: Tangible Capital Assets	(45)
Net Operating Program Expenses Per Program Summary	<u>3,895</u>



## **2019 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences Act**

### **Purpose:**

- ◆ Provide effective Provincial Offences prosecution services for the Region of Durham.

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

- ◆ Conduct prosecutions under the Provincial Offences Act (POA).
- ◆ Conduct (POA) Appeals at the Ontario Court of Justice.
- ◆ Develop and maintain communication lines and work with stakeholders.
- ◆ Consult with and assist in the training programs for local enforcement agencies.
- ◆ Emphasis on early resolution initiatives aimed at improving customer service and reducing wait times for more expensive trial services has resulted in greater demand for prosecution resources.
- ◆ Expand services to include early resolution meetings via telephone in compliance with new legislation.

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

- ◆ 2019 Full Time Staff = 9.00  
2018 Full Time Staff = 9.00

**PROGRAM 2  
PROSECUTION**



**2019 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences Act**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,147	1,158	1,187	-	1,187
Personnel Related	13	13	18	5	23
Communications	5	4	4	5	9
Supplies	4	5	5	-	5
Materials & Services	1	-	-	-	-
Equipment Maintenance & Repairs	2	4	4	(1)	3
<b>Gross Operating Expenses</b>	<b>1,172</b>	<b>1,184</b>	<b>1,218</b>	<b>9</b>	<b>1,227</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	25	25
Replacement	9	9	14	-	14
Contribution from Reserve / Reserve Fund	-	-	-	(23)	(23)
<b>Total Tangible Capital Assets</b>	<b>9</b>	<b>9</b>	<b>14</b>	<b>2</b>	<b>16</b>
<b>Net Program Expenses</b>	<b>1,181</b>	<b>1,193</b>	<b>1,232</b>	<b>11</b>	<b>1,243</b>

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

Net Program Expenses Per Above	1,243
Less: Tangible Capital Assets	(16)
Net Operating Program Expenses Per Program Summary	<u>1,227</u>

**PROGRAM 3  
DEFAULT FINES COLLECTION**



**2019 Program Detail**

Corporate Services - Legal  
Services - Provincial Offences Act

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Finance Department POA					
Default Fines Collection	987	987	1,004	-	1,004
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>987</b>	<b>987</b>	<b>1,004</b>	<b>-</b>	<b>1,004</b>
<b>Net Program Expenses</b>	<b>987</b>	<b>987</b>	<b>1,004</b>	<b>-</b>	<b>1,004</b>

## PROGRAM 4 FRENCH LANGUAGE SERVICES



### 2019 Program Detail

Corporate Services - Legal  
Services - Provincial Offences Act

#### Purpose:

- ◆ To provide justice service in both Official Languages to the public for the Region of Durham in compliance with Federal Regulations.

#### Description of Program Activities:

- ◆ Comply with Federal Regulation requiring designated POA sites to provide Bilingual service to the public.
- ◆ Provide all administrative court service functions in both official languages as required by public demand.
- ◆ Provide trained French language proficient bilingual staff to work in legal, bilingual court hearings.
- ◆ Ensure French language competency to work in legal, court environment.
- ◆ Provide bilingual staff in bilingual court proceedings.

#### Description of Program Resources:

- ◆ 2019 Full Time Staff = 2.15  
2018 Full Time Staff = 2.15

**PROGRAM 4  
FRENCH LANGUAGE SERVICES**



**2019 Program Detail**

Corporate Services - Legal  
Services - Provincial Offences Act

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	224	223	228	-	228
Personnel Related	-	1	1	-	1
Materials & Services	-	5	5	-	5
<b>Operating Expenses Subtotal</b>	<b>224</b>	<b>229</b>	<b>234</b>	<b>-</b>	<b>234</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	34	34	34	-	34
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>-</b>	<b>34</b>
<b>Total Expenses</b>	<b>258</b>	<b>263</b>	<b>268</b>	<b>-</b>	<b>268</b>
<b>Revenues</b>					
Provincial Subsidy	(258)	(263)	(268)	-	(268)
<b>Total Revenues</b>	<b>(258)</b>	<b>(263)</b>	<b>(268)</b>	<b>-</b>	<b>(268)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences Act**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 5  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

Corporate Services - Legal  
Services - Provincial Offences Act

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>941</b>	<b>941</b>	<b>852</b>	<b>111</b>	<b>963</b>

**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences Act**

Description	Qty	Unit Cost	Total
<b><u>Administration - Program 1</u></b>			
1 Major space/office reconfiguration	1	84,900	84,900
			84,900
<b><u>Prosecution - Program 2</u></b>			
2 Office renovations/space optimization	1	24,900	24,900
			24,900
		<b>Total</b>	<b>109,800</b>

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Corporate Services - Legal  
Services - Provincial Offences Act**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1 Desktop Computers	25	700	17,500
2 Laptop Computer	1	1,500	1,500
3 Monitors	52	250	13,000
4 Printers	2	2,500	5,000
			37,000
<b><u>Prosecution - Program 2</u></b>			
5 Desktop Computers	4	700	2,800
6 Power Laptops	3	2,400	7,200
7 Monitors	14	250	3,500
			13,500
			<b>50,500</b>

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**HUMAN RESOURCES**

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## 2019 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.



**2019 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, that balance expectations with affordability and sustainability.
- ◆ Provide HR related information systems, data and metrics analytics, trends, and other related advice, intelligence and information for strategic HR and Regional employee-related programming, planning and decision making.

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

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Monitor and continuously enhance the Region's attendance support and disability management programs to reflect best practices.</li> <li>◆ Strengthen the Region's Health, Safety and Wellness program using the Healthy Workplace Model in order to meet legislated safety requirements and industry standards and best practices, prevent workplace incidents, injuries and illnesses and support a healthy work environment.</li> <li>◆ Enhance labour relation practices and expedite the grievance process.</li> <li>◆ Ensure Pay Equity compliance and competitive/effective/sustainable compensation and benefits.</li> </ul>	

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

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



**2019 Business Plan**

**Corporate Services - Human Resources**

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

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

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

# PROGRAM SUMMARY



## 2019 Business Plan

## Corporate Services - Human Resources

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	472	544	563	2	565
2 Departmental Services	2,111	2,164	2,370	94	2,464
3 Organization and Employee Services	2,523	2,574	2,666	-	2,666
4 Headquarters Shared Cost	213	213	192	25	217
<b>Operating Subtotal</b>	<b>5,319</b>	<b>5,495</b>	<b>5,791</b>	<b>121</b>	<b>5,912</b>
<b>Tangible Capital Assets:</b>					
5 New	70	70	-	19	19
6 Replacement	56	56	51	-	51
<b>Tangible Capital Assets Subtotal</b>	<b>126</b>	<b>126</b>	<b>51</b>	<b>19</b>	<b>70</b>
<b>Net Program Expenses</b>	<b>5,445</b>	<b>5,621</b>	<b>5,842</b>	<b>140</b>	<b>5,982</b>

Summary of Increase (Decrease)

	\$221	
→	3.93%	→
→	\$361	→
→	6.42%	→

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	228	Economic increases
Salaries & Benefits	138	Annualization - 2 positions
Salaries & Benefits	(10)	Job reclassification
Inter-departmental Recoveries	(39)	Economic increases
Operating Expenses	(21)	Headquarters shared cost
Tangible Capital Assets - New	(70)	Remove one-time items
Tangible Capital Assets - Replacement	(5)	Remove one-time items
	<b>221</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Corporate Services - Human Resources

(\$,000's)

#### Administration

<ul style="list-style-type: none"> <li>◆ Annual licencing cost of 3 new Portable NextGen Radios, as part of the emergency management plan for Corporate Services and the organization in the event that normal communication channels are not available during an emergency.</li> </ul>	2
	2

#### Departmental Services

<ul style="list-style-type: none"> <li>◆ Ongoing increases to various operating accounts to align with actual expenditures and to support increase in demand within the Talent Acquisition and Labour Relations portfolios.</li> <li>◆ Annual Software Licences for SkillCheck, Linda.com, Glassdoor, LinkedIn, and e-signature.</li> <li>◆ One-time purchase of survey software (Survale) for Talent Acquisition.</li> <li>◆ Ongoing annual membership fee for Survale software, noted above.</li> </ul>	33
	43
	4
	14
	94

#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Human Resources' share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	25
	25

#### Tangible Capital Assets

**New:**

<ul style="list-style-type: none"> <li>◆ Refer to TCA New Schedule for further details.</li> </ul>	19
	19
	140

**Total Program Changes** **140**



## 2019 Program Detail

## Corporate Services - Human Resources

### Purpose:

- ◆ The Administration Section of Corporate Services provides overall leadership, guidance and co-ordination between the sections of the Human Resources (HR) Division and between the divisions of the department (HR, Information Technology (IT), Legal Services (LG) and Legislative Services (LS)). It is the main point of contact for parties outside of the Corporate Services Department who do not know the specific individual, division or section to contact with an inquiry. This section has the principal communication role for the overall department which includes information gathering, researching and dissemination, building relations, and facilitating the flow of information within the department, with other departments, with the union locals and with the public. It also includes responsibility for HR related employee, legal and management communication activities. Finally, this section provides overall strategic planning guidance and direction in the implementation and integration of the various corporate services divisions.
- ◆ The administrative component of the IT, LG and LS divisions is also overseen by Administration within each Division with further information covered within their respective program detail pages.

### Description of Program Activities:

- ◆ Provides overall leadership, direction, guidance and co-ordination between divisions and sections of the department.
- ◆ The main point of contact for parties outside the department who do not know the specific individual or section to contact with an inquiry.
- ◆ The communication role which includes information gathering, researching and dissemination, building relations, and facilitating the flow of information within the department, other departments and the public.
- ◆ Responsibility for employee communiques and related activities.
- ◆ Policy and strategic plan development.
- ◆ Provide strategic direction regarding labour relations matters with the eight bargaining units including legal advice, bargaining, grievance processing, Human Rights matters and other employment-related legislation.

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 3  
2018 Full Time Staff = 3

### Performance Measurements:

- ◆ Measures utilized include: Response Times, Turnaround Times for Completion of Job Competitions, Harassment and Workplace Violence Investigations, Costs, Achievement of Program and Service Goals, Accessibility/Availability, Quality of Service and Professionalism.
- ◆ Also use comparisons from participation in Municipal Benchmarking Network Canada (MBNCanada) and HR Benchmarking Network (HRBN).
- ◆ Continuously survey municipal comparators regarding comparable, competitive HR and employment policies and practices.

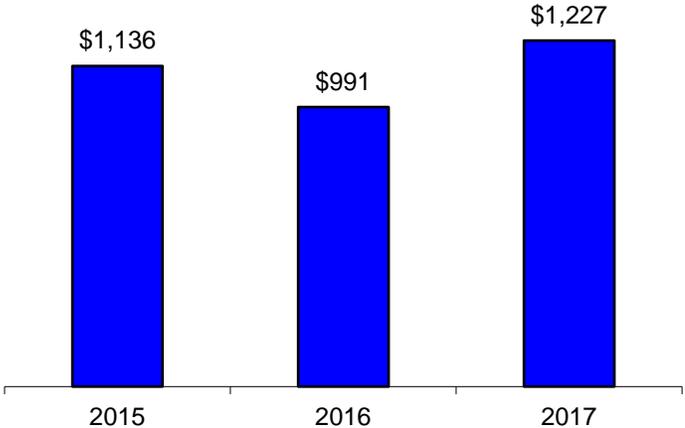


2019 Program Detail

Corporate Services -  
Human Resources

Performance Measurements (Continued):

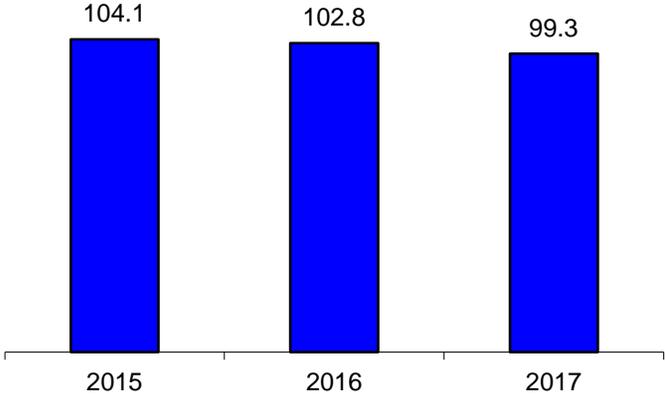
EFFECTIVENESS



*Cost of Human Resources Services per T4 supported.*

*MBNCanada Median = \$1,092 (2017)*

EFFICIENCY



*Number of T4's supported by each HR staff member.*

*Industry Standard Target 100 T4s per HR staff member.*

**PROGRAM 1  
ADMINISTRATION**



**2019 Program Detail**

**Corporate Services -  
Human Resources**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	396	458	477	-	477
Personnel Related	16	32	32	-	32
Communications	44	22	22	-	22
Supplies	51	51	51	-	51
Computer Maintenance & Operations	-	-	-	2	2
Equipment Maintenance & Repairs	4	7	7	-	7
Professional Services	-	4	4	-	4
Minor Assets & Equipment	1	10	10	-	10
<b>Gross Operating Expenses</b>	<b>512</b>	<b>584</b>	<b>603</b>	<b>2</b>	<b>605</b>
<b>Tangible Capital Assets</b>					
New	70	70	-	19	19
Replacement	3	3	5	-	5
<b>Total Tangible Capital Assets</b>	<b>73</b>	<b>73</b>	<b>5</b>	<b>19</b>	<b>24</b>
<b>Total Expenses</b>	<b>585</b>	<b>657</b>	<b>608</b>	<b>21</b>	<b>629</b>
<b>Revenues</b>					
Recovery from Transit	(40)	(40)	(40)	-	(40)
<b>Total Revenues</b>	<b>(40)</b>	<b>(40)</b>	<b>(40)</b>	<b>-</b>	<b>(40)</b>
<b>Net Program Expenses</b>	<b>545</b>	<b>617</b>	<b>568</b>	<b>21</b>	<b>589</b>

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

Net Program Expenses Per Above	589
Less: Tangible Capital Assets	(24)
Net Operating Program Expenses Per Program Summary	<u>565</u>



## 2019 Program Detail

## Corporate Services - Human Resources

### Purpose:

- ◆ Provide Human Resources Departmental Services and Labour Relations expertise to the Region's client groups.

### Description of Program Activities:

- ◆ Facilitate the grievance process for eight collective agreements which amounts to approximately 172 grievances per year, including drafting responses on behalf of management and drafting Minutes of Settlement.
- ◆ Facilitate positive labour relations with the Regions' eight bargaining units by overseeing labour management meetings and providing, timely accurate responses and working collaboratively with the unions.
- ◆ Support Management with current advice and representation on disciplinary matters, employment investigations, job performance, employment legislation and interpretation of collective agreements including keeping abreast of arbitral decisions and various employment law changes.
- ◆ Facilitate the Region's Harassment and Conflict Resolution complaints and Violence and Harassment complaints (Ontario Health & Safety Act) in compliance with the Region's policy and the Ontario Human Rights Code which includes conducting workplace investigations which may be subject to scrutiny at arbitration, the Ontario Human Rights Commission or the Ministry of Labour.
- ◆ Develop and communicate HR policies and procedures that support Regional initiatives, current employment legislation and the Region's collective agreements.
- ◆ Provide ongoing support regarding employee attendance including support for the Region's Attendance Support Program.
- ◆ Facilitate the Region's talent acquisition process which includes crafting job competition processes which are compliant with the collective agreement and other employment related requirements (e.g. Ontario Human Rights Code, Ontario Accessibility Act) and which will withstand scrutiny at arbitration.
- ◆ Provide guidance and support to develop leaders and staff, enhance organizational and staff performance, strategically plan for the future and celebrate employee achievements contributing to individual and organizational effectiveness.
- ◆ Develop, implement, manage and continuously improve learning programs related to the Region's Workforce Competencies and Corporate IT programs.
- ◆ Develop, implement, maintain and support the corporation with Performance and Succession Management and other Talent Development policies, programs and processes.
- ◆ Create and continuously improve Regional Leadership Development programs.
- ◆ Develop, promote and manage corporate Reward and Recognition programs, promotion and education.
- ◆ Provide the organization with change management expertise, advice and support.
- ◆ Coordinate New Employee Orientation programs and develop related Onboarding programs.
- ◆ Provide facilitation and consulting, education and resources related to Strategic Planning, Team Effectiveness and Employee Engagement.
- ◆ Conduct Employee Exit Interviews.
- ◆ Provide ongoing support to the Region's Permanent and Temporary Accommodation policies by providing job placement advice and support for disabled employees seeking alternative placement including assessing skill sets, participating in interview and job competitions and providing advice to management pursuant to the Region's policies and Ontario Human Rights Code.



**2019 Program Detail**

**Corporate Services -  
Human Resources**

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

- ◆ Provide ongoing administrative and Human Resources and Labour Relations Support to the Region's Employment and Labour Solicitor to ensure all statutory obligations are met by the Region in the event of arbitration or other employment related challenges.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 28  
2018 Full Time Staff = 28

**PROGRAM 2  
DEPARTMENTAL SERVICES**



**2019 Program Detail**

**Corporate Services -  
Human Resources**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	3,062	3,100	3,344	-	3,344
Personnel Related	46	48	48	14	62
Communications	2	15	15	17	32
Computer Maintenance & Operations	-	-	-	57	57
Materials & Services	-	-	-	2	2
Minor Assets & Equipment	-	-	-	4	4
<b>Operating Expenses Subtotal</b>	<b>3,110</b>	<b>3,163</b>	<b>3,407</b>	<b>94</b>	<b>3,501</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(666)	(666)	(691)	-	(691)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(666)</b>	<b>(666)</b>	<b>(691)</b>	<b>-</b>	<b>(691)</b>
<b>Gross Operating Expenses</b>	<b>2,444</b>	<b>2,497</b>	<b>2,716</b>	<b>94</b>	<b>2,810</b>
<b>Tangible Capital Assets</b>					
Replacement	17	17	17	-	17
<b>Total Tangible Capital Assets</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>-</b>	<b>17</b>
<b>Total Expenses</b>	<b>2,461</b>	<b>2,514</b>	<b>2,733</b>	<b>94</b>	<b>2,827</b>
<b>Revenues</b>					
Recovery from Transit	(333)	(333)	(346)	-	(346)
<b>Total Revenues</b>	<b>(333)</b>	<b>(333)</b>	<b>(346)</b>	<b>-</b>	<b>(346)</b>
<b>Net Program Expenses</b>	<b>2,128</b>	<b>2,181</b>	<b>2,387</b>	<b>94</b>	<b>2,481</b>

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

Net Program Expenses Per Above	2,481
Less: Tangible Capital Assets	(17)
Net Operating Program Expenses Per Program Summary	<u>2,464</u>



**2019 Program Detail**

**Corporate Services -  
Human Resources**

**Purpose:**

**A) Health, Safety and Wellness (including Workplace Safety Insurance and Disability Management)**

- ◆ Develop, implement, manage and continually improve Corporate Health, Safety and Wellness policies, services and programs with the goal of proactively integrating safe and healthy workplace practices into all aspects of work.
- ◆ Support Regional departments to meet or exceed all Occupational Health and Safety Act requirements as well as other relevant, applicable legislation including assisting departments with health and safety education, prevention, audits and compliance.
- ◆ Promote the understanding among all employees of their personal responsibility to work in a healthy and safe manner and encourage them to proactively integrate safe and healthy personal practices into all aspects of their lives.
- ◆ Promote the understanding of the Internal Responsibility System and the important role of management and Joint Health & Safety Committees in creating a healthy and safe workplace.
- ◆ Develop and administer policies, programs and procedures related to the administration of corporate long term disability and sick leave benefits and disability case management.
- ◆ Provide advice, counsel and training to management, union and staff on disability issues and related Ontario Human Rights Code requirements including accommodation, return to work, and occupational/non-occupational disability benefit programs.
- ◆ Manage the Workplace Safety Insurance Board (WSIB) claims management and return to work programs, including preparing and presenting appeals and representing Durham Region at WSIB Tribunals.

**B) Compensation and Benefits**

- ◆ Manage the establishment and provision of fair and equitable compensation to Regional employees, including evaluating jobs and classifications to determine appropriate wage levels and to provide a consistent framework of internal comparisons.
- ◆ Benchmark and compare Durham Region's salary levels to determine and maintain a level of competitiveness.
- ◆ Develop and maintain compensation policies, processes and practices that include Pay Equity compliance.
- ◆ Develop and manage corporate benefit policies, programs and procedures and identify changes and improvements to ensure organizational benefit program, cost and service goals are met.
- ◆ Provide OMERS Administration services, information and expertise to ensure the corporation meets OMERS process and documentation requirements and provide OMERS and retirement-related information and support to individual employees.

**C) Human Resources Information Systems (HRIS)**

- ◆ Develop, configure, maintain and support PeopleSoft HRIS and other HR information systems (e.g. Parklane) to address HR related policy, process, information, records and functionality needs.
- ◆ Provide HRIS information, data and metrics intelligence, analysis and support to the CS-HR Division, including coordinating HR Benchmarking information gathering and analysis, developing and analyzing HR queries and data reports, and initiating related management dashboard and trend reporting.
- ◆ Liaise with Finance and Durham Regional Police Service on HRIS related matters including development and troubleshooting.



**2019 Program Detail**

**Corporate Services -  
Human Resources**

**Description of Program Activities:**

**A) Health, Safety and Wellness (including Workplace Safety Insurance and Disability Management)**

- ◆ Develop, implement and maintain corporate health and safety, wellness and disability management policies, programs and procedures that reflect and meet current legislative requirements and Healthy Workplace goals.
- ◆ Develop, deliver and evaluate a comprehensive wellness program including providing programs and information to the corporation that support healthy employee lifestyle choices, respond to employee benefits claims trends, and promote a healthy workplace.
- ◆ Educate and train employees to perform their work safely.
- ◆ Act as a resource to all employees and supervisory staff on the interpretation of Occupational Health and Safety and other relevant legislative requirements and best practices, and on the implementation of health and safety management systems.
- ◆ Educate supervisory and non-supervisory staff and Joint Health and Safety Committees on their health and safety roles and responsibilities and the Internal Responsibility System.
- ◆ Enhance data management to identify trends with a greater emphasis on prevention of injuries.
- ◆ Provide employees with proactive health services including ergonomic assessments, respirator fit test medicals and audiometric testing.
- ◆ Provide medical accommodation advice and support related to the Attendance Support Program.
- ◆ Fund and manage the provision of Employee Assistance Program (EAP) services to Regional employees in conjunction with the EAP provider.
- ◆ Administer and adjudicate employee medical leaves and the Region's sick leave, Short Term Income Protection Program (STIPP) and Long Term Disability (LTD) programs.
- ◆ Manage the Region's WSIB function, including accident/incident reporting to WSIB, coordinating return-to-work programs, appealing claims where necessary, and representing the Region at appeal and Tribunal hearings.
- ◆ Advise, counsel and assist managers and staff with accommodated return-to-work programs and related Ontario Human Rights Code and other legislative requirements.
- ◆ Manage, provide, promote and continuously improve Regional accommodation, return-to-work and occupational/non-occupational disability management programs.

**B) Compensation and Benefits**

- ◆ Manage and continuously improve the Management and Exempt Compensation and Job Evaluation Programs and the Job Evaluation Programs for CUPE Locals 1764 and 132 and for Transit; Chair the Management/Exempt Job Evaluation Committee, Transit Job Evaluation Committee and Co-chair the CUPE 1764 Joint Job Evaluation Committee, ensuring all new and changed jobs are evaluated and corresponding salaries/pay rates are determined on a timely, fair and consistent basis.
- ◆ Lead any new joint job evaluation studies and reviews with unions.
- ◆ Manage job documentation and maintain a database of up-to-date job information for use by staff.
- ◆ Conduct regular and ad hoc salary surveys and gather external data to provide a basis for market comparisons and to determine the Region's level of competitiveness.
- ◆ Provide expertise and advice to senior management on job and organization design and Pay Equity compliance.
- ◆ Provide assistance to staff in understanding compensation processes as well as how to complete job information documentation.

# PROGRAM 3 ORGANIZATION AND EMPLOYEE SERVICES



## 2019 Program Detail

## Corporate Services - Human Resources

### Description of Program Activities (Continued):

- ◆ Provide employee benefits and pension services, including assisting employees in complex pension and benefits issues.
- ◆ Provide financial analysis of claims experience and benefits premiums while negotiating rates and reserves with insurers and ensuring appropriate, effective funding and financial arrangements are in place.
- ◆ Administer the Region's pension plan, calculate service credits, maintain employee records and work closely with Finance and OMERS to maintain detailed records of remittances and credits including various T4 slip calculations and reconciliations.
- ◆ Continuously research and initiate ideas to modernize the Region's group benefits structure for the purpose of employee attraction and retention, cost efficiency, sustainability and benefit program effectiveness.
- ◆ Maintain all employee records for benefit coverage as well as payroll and accounts payable information for insurance premium and Administrative Services Only (ASO) payments.

#### **C) Human Resources Information Systems (HRIS)**

- ◆ Provide Human Resources functional and technical support and analysis for the implementation and maintenance of HRIS systems and projects including Parklane, PeopleSoft HCM and access to legacy HR systems (e.g. NetTerm).
- ◆ Provide subject matter expertise and HRIS advice, training and information to all levels of staff and assist with troubleshooting to correct errors or make improvements.
- ◆ Develop and implement customized reports, queries and applications and coordinate the completion of the HR Benchmarking Survey and MBNCanada HR measures.
- ◆ Research, analyze and create HR business process maps.
- ◆ Provide automated billing integration support for WSIB (through Parklane) and Benefits (through HCM) based on Regional claims/enrolment records.

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 22  
2018 Full Time Staff = 22

**PROGRAM 3  
ORGANIZATION AND EMPLOYEE SERVICES**



**2019 Program Detail**

**Corporate Services -  
Human Resources**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	2,660	2,685	2,777	-	2,777
Personnel Related	49	57	57	-	57
Communications	9	12	12	-	12
Supplies	3	5	5	-	5
Materials & Services	6	9	9	-	9
Professional Services	57	67	67	-	67
<b>Operating Expenses Subtotal</b>	<b>2,784</b>	<b>2,835</b>	<b>2,927</b>	<b>-</b>	<b>2,927</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(261)	(261)	(261)	-	(261)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(261)</b>	<b>(261)</b>	<b>(261)</b>	<b>-</b>	<b>(261)</b>
<b>Gross Operating Expenses</b>	<b>2,523</b>	<b>2,574</b>	<b>2,666</b>	<b>-</b>	<b>2,666</b>
<b>Tangible Capital Assets</b>					
Replacement	36	36	29	-	29
<b>Total Tangible Capital Assets</b>	<b>36</b>	<b>36</b>	<b>29</b>	<b>-</b>	<b>29</b>
<b>Net Program Expenses</b>	<b>2,559</b>	<b>2,610</b>	<b>2,695</b>	<b>-</b>	<b>2,695</b>

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

Net Program Expenses Per Above	2,695
Less: Tangible Capital Assets	(29)
Net Operating Program Expenses Per Program Summary	<u>2,666</u>

**PROGRAM 4  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Corporate Services -  
Human Resources**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 4  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Corporate Services -  
Human Resources**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>213</b>	<b>213</b>	<b>192</b>	<b>25</b>	<b>217</b>

**PROGRAM 5  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Corporate Services -  
Human Resources**

Description	Qty	Unit Cost	Total
<b><u>Administration - Program 1</u></b>			
1    NextGen Radios	3	6,400	19,200
			<u>19,200</u>

**PROGRAM 6  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Corporate Services -  
Human Resources**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1 Desktop Computers	2	700	1,400
2 Tablet	1	2,500	2,500
3 Monitors	3	250	750
			<u>4,650</u>
<b><u>Departmental Services - Program 2</u></b>			
4 Desktop Computers	2	700	1,400
5 Laptop Computers	7	1,500	10,500
6 Tablet	1	2,500	2,500
7 Monitors	10	250	2,500
			<u>16,900</u>
<b><u>Organization and Employee Services - Program 3</u></b>			
8 Laptop Computers	8	1,500	12,000
9 Tablet	1	2,500	2,500
10 iPad	1	2,000	2,000
11 Monitors	9	250	2,250
12 Health & Safety Audiometer	1	10,000	10,000
			<u>28,750</u>
			<u><b>50,300</b></u>

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**INFORMATION TECHNOLOGY**

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**2019 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.
- ◆ Oversee and coordinate real-time communication and cable television services.

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

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

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



**2019 Business Plan**

**Corporate Services-  
Information Technology**

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to develop the external website and internal intranet site which incorporate modern technology, are mobile friendly, enable internal and external client interaction and enhance the use of social media.</li> </ul>	

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

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

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

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

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	

## PROGRAM SUMMARY



### 2019 Business Plan

### Corporate Services - Information Technology

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	508	709	735	203	938
2 Application Services	1,548	1,480	1,310	212	1,522
3 Geographic Information Services	1,192	1,159	1,229	-	1,229
4 Project Services	777	942	908	70	978
5 Technical Services	1,294	1,313	1,342	281	1,623
6 Service Delivery	1,043	1,082	1,121	187	1,308
7 Security	881	895	925	-	925
8 Wide Area Network (WAN)	1,250	1,669	1,669	(113)	1,556
9 Data and Infrastructure Protection	454	461	461	-	461
10 Telecommunications	-	-	-	99	99
11 Corporate IT Support	3,002	2,531	2,531	375	2,906
12 Headquarters Shared Cost	345	345	312	41	353
<b>Operating Subtotal</b>	<b>12,294</b>	<b>12,586</b>	<b>12,543</b>	<b>1,355</b>	<b>13,898</b>
<b>Tangible Capital Assets:</b>					
13 Replacement	912	912	1,010	185	1,195
<b>Tangible Capital Assets Subtotal</b>	<b>912</b>	<b>912</b>	<b>1,010</b>	<b>185</b>	<b>1,195</b>
<b>Net Program Expenses</b>	<b>13,206</b>	<b>13,498</b>	<b>13,553</b>	<b>1,540</b>	<b>15,093</b>

Summary of Increase (Decrease)

\$55	0.41%	\$1,595	11.82%
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**2019 Business Plan**

**Corporate Services -  
Information Technology**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	175	Economic increases
Salaries & Benefits	26	Job reclassifications
Operating Expenses	(250)	Remove one-time items
Operating Expenses	13	Inflationary increases
Operating Expenses	(33)	Headquarters shared cost
Tangible Capital Assets - Replacement	98	Increased requirements
Recovery from Transit	(9)	Economic increases
Revenues	35	Remove one-time items
	55	
	55	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Corporate Services - Information Technology

(\$,000's)

#### Administration

- ◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.
203
- 
- 203

#### Application Services

- ◆ Annual hosting fees for micro-sites associated with durham.ca, and Intranet site (Insider, Immigration portal, Durham Region Transit portal and search engine costs).
32
  - ◆ Regular maintenance and bug-fixing of applications, including but not limited to, durham.ca, Intranet site, Goldcare, Encounter, etc.
180
- 
- 212

#### Project Services

- ◆ Increase in Professional Services to continue the multi-phase project work associated with the corporate website redevelopment, including micro-sites and Intranet (Immigration portal, Durham Region Transit site, Tourism site, etc.).
70
- 
- 70

#### Technical Services

- ◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.
281
- 
- 281

#### Service Delivery

- ◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.
187
- 
- 187

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Corporate Services - Information Technology

(\$,000's)

#### Wide Area Network (WAN)

♦ Recovery from Durham Region Transit for their portion of WAN costs.	(113)
	(113)

#### Telecommunications

♦ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.	99
	99

#### Corporate IT Support

♦ Software licencing and support for Microsoft Office 365 (O365) (\$200k) and Adobe (\$75k).	275
♦ Modernization of infrastructure and applications to enhance the productivity of employees by enabling them to do work in a more effective and efficient manner. Projects include software upgrades of old applications used for data capture and reporting, enhanced mobility infrastructure, workplace communication capabilities, chats and productivity suites.	100
	375

#### Headquarters Shared Cost

♦ Corporate Services - Information Technology's share of costs related to the operation and maintenance of Regional Headquarters.	41
	41

#### Tangible Capital Assets

♦ <b>Replacement</b> Items moved from Finance Department as part of realignment.	185
	185

<b>Total Program Changes</b>	<b>1,540</b>
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**2019 Program Detail**

**Corporate Services -  
Information Technology**

**Purpose:**

- ◆ Corporate Services - Information Technology is the primary source for Information Technology (IT) for the Region, which develops and ensures that Regional goals and objectives are met through the proper use of IT. IT management and operations must align with departmental and Regional objectives.
- ◆ Develop and implement strategies and practices to provide comprehensive IT technical and business solutions that are cost effective, efficient and reliable.
- ◆ Work closely with senior levels of management across the organization (Regional departments) to ensure that their technology needs are met while looking for possible process improvements and synergies that could be gained with the assistance of technology.

**Description of Program Activities:**

- ◆ Provide overall guidance and coordination to the Information Technology division: operations, policies, procedures, best practices, resources, technology direction and budgets.
- ◆ Responsible for Application Services, Corporate GIS, IT Service Desk, Desktop Support, Security, and IT Infrastructure.
- ◆ Provide advice to Regional Council and Standing Committees/Committee of the Whole on IT matters.
- ◆ Ensure strong communication and working relationships with clients and departmental staff.
- ◆ Provide IT business and technical advice to departmental clients.
- ◆ Represent the Region on IT matters and interests with local municipalities, school boards, utilities, vendors, associations and provincial agencies, and the national Public Sector Chief Information Officer Committee.
- ◆ Continue to meet with Municipal IT area managers to facilitate the development of collective contracts for the benefit of all. In 2018, Durham Regional Police Services agreed to develop a partnership, followed by Clarington in 2019. Agreement negotiations will continue in 2019 for other area municipalities.
- ◆ Monitor program activities and spending to ensure objectives are met within budget.
- ◆ Development of IT policies on behalf of the organization.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 3                      Position Transfer: 1 Manager from Finance Department  
2018 Full Time Staff = 2

**PROGRAM 1  
ADMINISTRATION**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	301	497	510	172	682
Personnel Related	80	74	87	1	88
Communications	55	54	54	-	54
Supplies	28	26	26	-	26
Equipment Maintenance & Repairs	-	1	1	-	1
Professional Services	41	54	54	30	84
Insurance	3	3	3	-	3
<b>Gross Operating Expenses</b>	<b>508</b>	<b>709</b>	<b>735</b>	<b>203</b>	<b>938</b>
<b>Tangible Capital Assets</b>					
Replacement	9	9	15	-	15
<b>Total Tangible Capital Assets</b>	<b>9</b>	<b>9</b>	<b>15</b>	<b>-</b>	<b>15</b>
<b>Net Program Expenses</b>	<b>517</b>	<b>718</b>	<b>750</b>	<b>203</b>	<b>953</b>

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

Net Program Expenses Per Above	953
Less: Tangible Capital Assets	<u>(15)</u>
Net Operating Program Expenses Per Program Summary	<u><u>938</u></u>



**2019 Program Detail**

**Corporate Services -  
Information Technology**

**Purpose:**

- ♦ The Application Services section plans, implements, develops and maintains a wide range of business applications and web sites that support the internal/external business needs of the Region of Durham. These services include the development and/or maintenance of over 100 software applications.
- ♦ Application Services also assists with the in-house development, and/or acquisition, and implementation of new applications through a project management framework to enhance and improve the effective delivery of services to Regional department clients.

**Description of Program Activities:**

- ♦ Ongoing maintenance and support of over 100 business applications, including Customer Relationship Management Systems (Legislative Services, Works, Transit), Job Evaluation Management Systems (Human Resources), TrapezePASS (Transit), Fleet Scheduler (Works), Land Division Office (Planning), Liberty (POA), CaseWorks (Social Services), Zylmage (Legislative Services) and Encounter (Health).
- ♦ Provide vendor management and support to externally hosted and SaaS business applications used by Regional Departments, including corporate websites (Corporate Communications, Social Services, Transit), Inspection Management (Health).
- ♦ Provide support to Regional legacy applications such as Maintenance Management, Water Billing and Fleet Management to ensure efficient operation and customer satisfaction.
- ♦ Provide Technical Analysis support to Regional departments looking for IT business solutions through consultation and vendor selection, or application development.
- ♦ Support and maintain Regional Oracle and Microsoft SQL Server databases for enterprise applications.
- ♦ Support and development of collaboration services, including Microsoft SharePoint.
- ♦ Support innovation opportunities for Regional departments, leveraging new technologies.

**2019 Action Plan:**

- ♦ Implement new public and intranet web applications and e-services using the selected CMS (Content Management System). Leverage the corporate CMS to enhance citizen engagement and to streamline service delivery.
- ♦ Ensure that all websites created and maintained by Durham Region meet the requirements of the Accessibility Act.
- ♦ Ensure that all production environments have a testing environment in order to allow staff to make changes and test outside of the production environment.
- ♦ Support the implementation of Office 365 and Windows 10, supporting application integration, testing and virtualization.
- ♦ Application modernization through replacement/refresh and work with Regional partners to continuously improve business applications.
- ♦ Work towards common enterprise-wide shared applications to address inter-departmental dependencies.
- ♦ Investigate and initiate the migration of Regional business applications to Microsoft Azure cloud services.
- ♦ Deployment of enhanced database monitoring and administration tools, and development of data management and business intelligence services.
- ♦ Develop application, database and development standards to guide future technology investments.



**2019 Program Detail**

**Corporate Services -  
Information Technology**

**2019 Action Plan (Continued):**

- ♦ Continue to grow Application Services skill sets in new programming development methods and standardization in programming languages.
- ♦ Continue to follow and improve on industry best practices in application development and business analysis.
- ♦ Continue to improve the management of application services projects, meeting set out goals and objectives, and managing the priorities among key constraints (timeline, budget, requirements).

**Description of Program Resources:**

- ♦ 2019 Full Time Staff = 9  
2018 Full Time Staff = 9

**Performance Measurements:**

- ♦ 1.9M connections to Regional Website - 96% external connections - 4% internal office connections
- ♦ 5.1M page views on Regional Website - 98% by external individuals

**PROGRAM 2  
APPLICATION SERVICES**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program:  (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,182	1,159	1,179	-	1,179
Personnel Related	45	42	42	-	42
Communications	1	1	1	-	1
Supplies	4	5	5	-	5
Computer Maintenance & Operations	167	67	67	32	99
Professional Services	149	206	16	180	196
<b>Gross Operating Expenses</b>	<b>1,548</b>	<b>1,480</b>	<b>1,310</b>	<b>212</b>	<b>1,522</b>
<b>Tangible Capital Assets</b>					
Replacement	14	14	11	-	11
<b>Total Tangible Capital Assets</b>	<b>14</b>	<b>14</b>	<b>11</b>	<b>-</b>	<b>11</b>
<b>Net Program Expenses</b>	<b>1,562</b>	<b>1,494</b>	<b>1,321</b>	<b>212</b>	<b>1,533</b>

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

Net Program Expenses Per Above	1,533
Less: Tangible Capital Assets	(11)
Net Operating Program Expenses Per Program Summary	<u>1,522</u>

# PROGRAM 3 GEOGRAPHIC INFORMATION SERVICES



## 2019 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ To provide internal and external access to a Corporate Geographic Information framework, enabling effective use of data, resources, analysis and technology.
- ♦ To foster the use of Geographic Information Services (GIS) across Regional partners in order to encourage data sharing, data standards, data consistency and the growth of GIS initiatives.

### Description of Program Activities:

- ♦ Data Programs:
  - ♦ Provide ongoing acquisition, administration and maintenance of 500+ datasets, such as parcels, Regional addresses, drainage, and orthophotography within a centralized GIS warehouse.
  - ♦ Provide daily updates of key GIS data such as the Single Line Road Network, for integration with Bell 911, all Regional departments, and external partners.
  - ♦ Maintain the Open Data portal, publishing approved datasets and maintaining their metadata, and leading the Open Data Team to administer the program policies.
- ♦ GIS Infrastructure:
  - ♦ Provide a fault tolerant enterprise GIS architecture that supports all GIS data and software application needs of the Region.
  - ♦ Purchase or develop Corporate GIS tools to increase the functionality of the system.
- ♦ Partnerships:
  - ♦ Develop new and ongoing partnerships with internal departments, government organizations, educational institutes and various other external organizations.
  - ♦ Assist the Northern Municipalities with GIS requirements.
  - ♦ Manage and inventory the dissemination of digital GIS data including executing Data Sublicense Agreements, formatting, packaging and provision of data.
  - ♦ Provide expertise and resources to departments implementing GIS projects.
- ♦ Standards:
  - ♦ Continuous improvement and implementation of Corporate GIS best practices and policies across the Region.
  - ♦ Define and store a single official copy of GIS data to reduce duplication between departments.
- ♦ Application Development:
  - ♦ Develop and enhance Web GIS functionality for both the Region and its citizens, including the provision of geographical analysis capabilities, cartographic capabilities, and notification tools.
  - ♦ Provide custom online interactive maps, i.e. Construction, Design and Environmental Assessment Projects, Development Approvals, Works Data Portal (WDP).
  - ♦ Develop departmental specific applications for GIS functionality and analysis.
- ♦ Training:
  - ♦ Continue to upgrade the skills and knowledge of staff in GIS to implement and support newer GIS technology.
  - ♦ Provide GIS information sessions to Durham GIS Partnership and the Region's internal GIS Working Group.



**2019 Program Detail**

**Corporate Services -  
Information Technology**

**Program Highlights:**

- ♦ Maintenance of the Region's Open Data portal for public use of select datasets.
- ♦ Procurement of an Enterprise License Agreement for GIS software.
- ♦ Continued enhancement of corporate/public interactive web maps.
- ♦ Continued support of Transit System mapping and yearly route planning.
- ♦ Support of GIS operations in Durham Emergency Management Office.
- ♦ Provision of the Single Line Road Network for Bell 911, Police Services and Ministry of Health for Emergency Dispatch.

**2019 Action Plan:**

- ♦ Enhance Open Data with additional data and public engagement initiatives.
- ♦ Implement Esri 'Portal' technology for internal web-based mapping.
- ♦ Engage and train internal staff to utilize the Portal and web-based GIS.
- ♦ Grow data analytics capabilities with new software and visualization techniques.

**Description of Program Resources:**

- ♦ 2019 Full Time Staff = 6  
2018 Full Time Staff = 6

**Performance Measurements:**

- ♦ Total Open Data Unique Page Views 2018: 24,457
- ♦ Datasets available for download on Open Data portal: 34
- ♦ Web mapping services available via Open Data: 33
- ♦ Public interactive mapping sites maintained: 17
- ♦ Internal-only interactive mapping sites maintained: 18

**PROGRAM 3  
GEOGRAPHIC INFORMATION SERVICES**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	720	695	739	-	739
Personnel Related	25	26	26	-	26
Supplies	3	3	3	-	3
Computer Maintenance & Operations	610	614	614	-	614
Professional Services	-	15	15	-	15
<b>Gross Operating Expenses</b>	<b>1,358</b>	<b>1,353</b>	<b>1,397</b>	<b>-</b>	<b>1,397</b>
<b>Tangible Capital Assets</b>					
Replacement	5	5	9	-	9
<b>Total Tangible Capital Assets</b>	<b>5</b>	<b>5</b>	<b>9</b>	<b>-</b>	<b>9</b>
<b>Total Expenses</b>	<b>1,363</b>	<b>1,358</b>	<b>1,406</b>	<b>-</b>	<b>1,406</b>
<b>Revenues</b>					
Sundry Revenue	-	(35)	-	-	-
Revenue from Municipalities	(67)	(60)	(60)	-	(60)
Recovery from Transit	(99)	(99)	(108)	-	(108)
<b>Total Revenues</b>	<b>(166)</b>	<b>(194)</b>	<b>(168)</b>	<b>-</b>	<b>(168)</b>
<b>Net Program Expenses</b>	<b>1,197</b>	<b>1,164</b>	<b>1,238</b>	<b>-</b>	<b>1,238</b>

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

Net Program Expenses Per Above	1,238
Less: Tangible Capital Assets	(9)
Net Operating Program Expenses Per Program Summary	<u>1,229</u>



**2019 Program Detail**

**Corporate Services -  
Information Technology**

**Purpose:**

- ♦ The Project Services section provides project management, change management and business analysis oversight to support the planning, design and implementation of enterprise-wide technology project initiatives that support the internal/external business needs of the Region of Durham.
- ♦ The Project Services section designs and maintains best practice process, templates and tools for use across technology projects and assists all program areas within IT and the business providing consultancy services on best practice project management, change management and business analysis guidance to improve the effective delivery of technology projects to Regional department clients.

**Description of Program Activities:**

- ♦ Ongoing design, maintenance, administration and support of project management process, templates and tools (e.g. Program Portfolio Management).
- ♦ Provide project management, organizational change management, and business analysis leadership to enterprise IT project initiatives, as well as consultancy assistance to other IT program areas and Regional departments looking for guidance on best practice recommendations.
- ♦ Provide Business Analysis support to Regional departments looking for IT business solutions through consultation, Request for Proposal (RFP) development, vendor selection and/or custom application development.
- ♦ Training for IT program area leads on project management, change management and business analysis process, templates and tools.
- ♦ Administer and maintain IT PPM (Project Portfolio Management) tool used to track, manage and report on project health.

**2019 Action Plan:**

- ♦ Refine project intake process, tools, templates and governance process for use within IT.
- ♦ Build awareness and pilot Agile project management principles into our delivery services.
- ♦ Access and update our Project Management and Project Portfolio Management tools and process to align with growing requirements.
- ♦ Supply project and change management expertise for key department and enterprise-wide technology projects (e.g. Office 2016/Exchange Online, Windows 10, Land Development System, Corporate Intranet, Customer Management Systems).
- ♦ Assist departments with RFP process for key departmental initiatives approved for 2019 budget.
- ♦ Develop department collaboration through working groups and business relationship management.
- ♦ Continue to follow and improve on industry best practices in project management, change management and business analysis.
- ♦ Continue to improve the management of projects, meeting set out goals and objectives, and managing the priorities among key constraints (timeline, budget, requirements).



**2019 Program Detail**

**Corporate Services -  
Information Technology**

**Description of Program Resources:**

- ♦ 2019 Full Time Staff = 7
- 2018 Full Time Staff = 7

**Performance Measurements:**

- ♦ Annual Project Service Requests: 60
- ♦ Active Project Service Requests: 71
- ♦ Number of RFP Projects: 1

**PROGRAM 4  
PROJECT SERVICES**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	689	849	875	-	875
Personnel Related	25	30	30	-	30
Supplies	3	3	3	-	3
Professional Services	60	60	-	70	70
<b>Gross Operating Expenses</b>	<b>777</b>	<b>942</b>	<b>908</b>	<b>70</b>	<b>978</b>
<b>Tangible Capital Assets</b>					
Replacement	4	4	8	-	8
<b>Total Tangible Capital Assets</b>	<b>4</b>	<b>4</b>	<b>8</b>	<b>-</b>	<b>8</b>
<b>Net Program Expenses</b>	<b>781</b>	<b>946</b>	<b>916</b>	<b>70</b>	<b>986</b>

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

Net Program Expenses Per Above	986
Less: Tangible Capital Assets	(8)
Net Operating Program Expenses Per Program Summary	<u>978</u>



## 2019 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ The Technical Services Program offers a wide complement of services for the Region of Durham. The primary purpose for the Technical Services Program is to provide administration and technical expertise for the corporate IT infrastructure.
- ♦ The IT infrastructure is comprised of Data Servers, Storage and Email Services. Working with other IT support staff within the Region, the IT infrastructure supports the many unique needs of all customers.
- ♦ The Technical Services Program is also responsible for providing leadership and guidance by evaluating new technologies that would benefit the Region.

### Description of Program Activities:

#### IT Infrastructure - Data Server, Storage and Email Services:

- ♦ The Data Infrastructure operates on a heterogeneous Internet Protocol (IP) based network system and is comprised of 360 server instances in production, development and staging environments. The primary purpose of these servers is to host and support the Region's corporate email, file and print services, applications, databases, and web sites. The physical and logical makeup of the servers are rackmount, blade and virtual. The primary operating system is Microsoft Windows 2008/2012, with all user accounts, workstations and printers residing in Active Directory.
- ♦ As its primary enterprise backup solution Corporate Services - Information Technology (CS-IT) operates a technology that is a combination of both hardware and software. The hardware consists of a Linear Tape-Open (LTO) Library, LTO tape drives and LTO tapes along, Storage Area Network (SAN), and De-Duplication technology. NetBackup Enterprise 7.7 is the software that is used to manage the backup environment in terms of device allocation, backup policy creation, job execution, file restore and tape retention.
- ♦ The Region's email system is Microsoft Exchange Online/Outlook for Office 365 and CS-IT currently uses Blackberry Enterprise Server (BES) 12 as a mobile device management platform to manage over 200 Blackberry/Android smartphones. IBM MaaS360 is the management platform used to manage over 800 iOS devices (i.e. iPhone, iPad).

#### Corporate responsibilities include:

- ♦ Research, evaluate, recommend, procure and install hardware components and equipment to host corporate and department specific applications and programs.
- ♦ Provide corporate email services. This communication service is extended to include IT support for hand held devices such as Blackberries and iPhones and remote access of email via the web.
- ♦ Present electronic file sharing, data storage and print services to Regional staff.
- ♦ Assist with desktop management of PCs via Microsoft Group Policy Objects (GPO's) and System Center Configuration Manager (SCCM).
- ♦ Protection of data via backup and restore methodologies and the coordination of offsite media storage.
- ♦ Provide consultation services, project management and IT support to the CAO, Corporate Services - Human Resources, Legislative Services and Legal Services, DEMO, Planning & Economic Development, Finance, Works, Social Services, Health, and Transit departments.
- ♦ Inventory, maintain and upgrade hardware / software components and equipment: Servers - Traditional and Blade, Operating Systems, Disk Arrays, Storage Area Network (SAN), Uninterrupted Power Supplies (UPS), Virtual Technologies.
- ♦ Increasing uptime through the design and implementation of fault tolerant solutions such as clustered services.



## 2019 Program Detail

## Corporate Services - Information Technology

### Description of Program Activities (Continued):

#### General IT Infrastructure Activities:

- ♦ Management of the Corporate Data Centre.
- ♦ Implement and uphold IT standards, policies and procedures adopted by Corporate Services - Information Technology as industry best practices.
- ♦ Continue providing IT Infrastructure support to program areas in IT (Application Services, GIS Services, Security and Service Delivery) as part of the initiatives and projects their respective programs are involved in.
- ♦ Infrastructure modeling.

### Program Highlights:

- ♦ Continued initiative to move Microsoft Exchange/Outlook from in-house application to Office 365 cloud solution in Canadian based Microsoft Data Centres.
- ♦ Continued to train Technical Support staff to manage Microsoft Azure cloud services and Office 365.
- ♦ Continued with the server replacement plan with emphasis on virtualizing where possible for the rapid deployment of new departmental initiatives. Over 71% of the environment is virtualized.
- ♦ Continued upgrading the server O/S to Windows 2012/2016 to ensure that the Region is on a supported platform for years to come. This will also allow the Region to take advantage of the latest features and functionality that Microsoft has to offer.
- ♦ Consolidated management software to better assist CS-IT in the overall management of the Region's IT infrastructure.

### 2019 Action Plan:

- ♦ Continue to research, test, enhance & deploy Microsoft Office 365 & Azure cloud based products and services.
- ♦ Continue with the server and storage hardware replacement plan with emphasis on virtualizing where possible for the rapid deployment of new departmental initiatives. This includes replacement of converged server/storage network. Virtualize an additional 10 per cent of the corporate infrastructure.
- ♦ In conjunction with server replacements, provide assistance in identifying applications/services that are due for replacement/refresh and work with partners to develop a replacement strategy.
- ♦ Investigate, provision and assist with the migration of Regional business applications and work loads to cloud services (i.e. Microsoft Azure) in support of a cloud-first strategy.
- ♦ Continue upgrading the server O/S to Windows 2012/2016 to ensure that the Region is on a supported platform for years to come. This will also allow the Region to take advantage of the latest features and functionality that Microsoft has to offer.
- ♦ Continue to research, test and deploy new software tools and methods for management of IT Infrastructure. Included but not limited to data protection, automation and cognitive/AI systems.
- ♦ Continue to reorganize the file directory structure for the Corporate network.



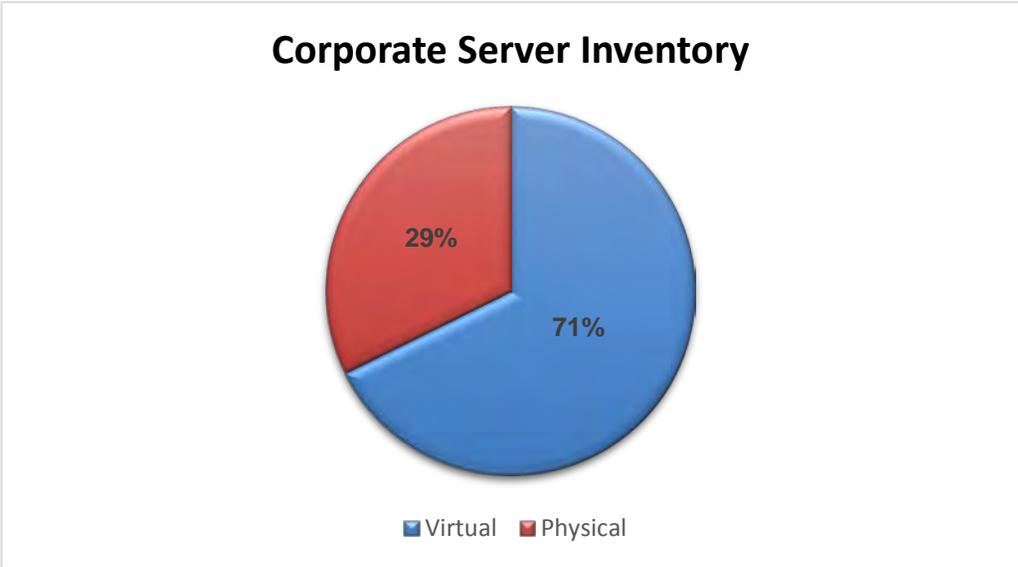
**2019 Program Detail**

**Corporate Services -  
Information Technology**

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 13      Position Transfers: 2 Technology Specialists from Finance Department
- 2018 Full Time Staff = 11

**Performance Measurements:**



**PROGRAM 5  
TECHNICAL SERVICES**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,287	1,268	1,297	216	1,513
Personnel Related	49	57	57	5	62
Supplies	4	4	4	-	4
Computer Maintenance & Operations	32	60	60	160	220
Equipment Maintenance & Repairs	-	2	2	-	2
<b>Operating Expenses Subtotal</b>	<b>1,372</b>	<b>1,391</b>	<b>1,420</b>	<b>381</b>	<b>1,801</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(78)	(78)	(78)	(100)	(178)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(78)</b>	<b>(78)</b>	<b>(78)</b>	<b>(100)</b>	<b>(178)</b>
<b>Gross Operating Expenses</b>	<b>1,294</b>	<b>1,313</b>	<b>1,342</b>	<b>281</b>	<b>1,623</b>
<b>Tangible Capital Assets</b>					
Replacement	16	16	14	2	16
<b>Total Tangible Capital Assets</b>	<b>16</b>	<b>16</b>	<b>14</b>	<b>2</b>	<b>16</b>
<b>Net Program Expenses</b>	<b>1,310</b>	<b>1,329</b>	<b>1,356</b>	<b>283</b>	<b>1,639</b>

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

Net Program Expenses Per Above	1,639
Less: Tangible Capital Assets	(16)
Net Operating Program Expenses Per Program Summary	<u>1,623</u>



**2019 Program Detail**

**Corporate Services -  
Information Technology**

**Purpose:**

- ♦ Service Delivery provides the first level of interface to over 3,900 users in the Region for IT related issues and provides desktop support and technology research for hardware, software and audio visual. Service Delivery staff is comprised of staff dedicated to Desktop Support, Help Desk, and Data Entry as well as operations.
- ♦ Service Delivery manages itHelp, the Region's IT help desk, which provides users a central point to receive help on various computer issues. The help desk typically manages its requests via help desk software (RemedyForce), that allows them to track user requests with a unique ticket number which has been received by either voice or email.
- ♦ Help Desk staff will resolve and answer most commonly asked questions. If the issue isn't resolved at the first-level, the ticket is escalated to a second, higher level specialized staff. Specialized technical staffing is comprised of GIS, Applications, Technical Services, Security or Desktop within Corporate Services - Information Technology.
- ♦ Desktop Support is also responsible for the desktops, laptops, and peripherals. The help desk will assign the desktop team the second level desktop issues that the first level was not able to solve. They set up and configure computers for new users and are typically responsible for any physical work relating to the computers such as repairing software or hardware issues and moving workstations to another location.
- ♦ The Service Delivery - Operations and Data entry teams maintain and manage the scheduled required functions of the Region's Water Billing, Fleet and Maintenance Management applications as well as providing data entry resources.
- ♦ As the Service Delivery team provides individual customer service to those that are not able to perform their daily function, staff must have agility, speed, flexibility and broad hardware and software support skills to cover a wide range of support issues on the spot.

**Description of Program Activities:**

The Service Delivery Program performs the following activities:

IT Service Support

- ♦ Physical and logical perspective of the IT infrastructure and IT services being provided.
- ♦ Standard methods and procedures for effective managing of all changes.
- ♦ Testing, verification and release of changes to the IT environment.
- ♦ Day-to-day process that restores normal acceptance service with a minimal impact on business.
- ♦ Diagnosis of the root causes of incidents in an effort to proactively eliminate and manage them.
- ♦ Help Desk provides a central point of contact between users and IT.
- ♦ Management and support of all audio visual within the Region including Committee and Council.

IT Service Delivery

- ♦ Optimize IT infrastructure capabilities, services and support to minimize service outages and provide sustained levels of service to meet business requirements.
- ♦ Maintain and improve the level of service to the organization.
- ♦ Managing the cost associated with providing the organization with the resources needed to meet requirements.



## 2019 Program Detail

## Corporate Services - Information Technology

### Description of Program Activities (Continued):

- ♦ Provide computer deployment to users in the Region. The computers deployed to Regional staff are imaged with standard corporate applications like Microsoft Office, Outlook etc.
- ♦ Computer operations support including: production tasks, data backup and restore, operations control, printing and distribution of large scale print jobs (water bills, payroll) and after hours support.
- ♦ Handle requests from users requiring assistance with technical issues from first contact to resolution. Incidents and Work Orders are managed by Help Desk staff and logged, tracked and monitored using IT Help Desk software called RemedyForce.
- ♦ Provide data entry function for legacy applications (Water Billing, Fleet and Maintenance Management).
- ♦ Provide desktop support to the users in the Region.
- ♦ Maintain Audio Visual equipment at Regional Headquarters and provide assistance to users having technical difficulties using the audio visual equipment.
- ♦ Develop and improve client service and relationship management on behalf of CS-IT.

### Program Highlights:

- ♦ Completed the upgrade of AV equipment in Regional Headquarters. The rooms feature new laser projector, wireless presentation and scheduling panels placed outside of the entrances to the rooms.
- ♦ Supported departmental operations through in-person support, for all Regional Headquarters audio visual components.
- ♦ Support all Regional Council and Standing Committee meetings with in-person support.
- ♦ Refinement of software implementation of System Centre Configuration Management (SCCM).
- ♦ Continued centralized deployment strategy, advising departments of out of warranty assets and ordering replacements on their behalf. Departments participating received 98% of their assets in year (2018).

### 2019 Action Plan

- ♦ Plan the implementation of Windows 10 operating system on Regional equipment.
- ♦ Continue upgrading audio visual equipment in Regional Headquarters meeting rooms.
- ♦ Continue the implementation of a managed desktop environment to reduce the number of incidents of desktops becoming unstable.
- ♦ Implement Problem module in RemedyForce to link related incidents to a single root cause for resolution.
- ♦ Refine the deployment process to streamline and improve the build of Regional PCs.
- ♦ Combine the FIMShelp and lthelp Remedyforce Instances into one single system.
- ♦ Focus on reducing the lifecycle of Service Incidents, with a goal of faster resolution for CS-IT clients.



**2019 Program Detail**

**Corporate Services -  
Information Technology**

**Description of Program Resources:**

- ♦ 2019 Full Time Staff = 17                      Position Transfers: 2 Systems Support Specialists from Finance Department
- ♦ 2018 Full Time Staff = 15

**Performance Measurements:**

- ♦ Records keyed by data entry staff for legacy applications: 814,842
- ♦ Total number of Desktop/Laptop/Tablet Computers supported: 3,303
- ♦ Total number of managed mobile devices: 1,062 iOS devices, 357 Android/Blackberry devices
- ♦ Total number of Networked printers supported: 450+
- ♦ Water Billing cards, slips, bills, cheques, notices, printed and bursted: 1.4 million+
- ♦ IT Help Desk calls closed: 15,531 in 2018
- ♦ Average number of calls per Service Desk employee: 1,200 per year

**PROGRAM 6  
SERVICE DELIVERY**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,407	1,438	1,477	187	1,664
Personnel Related	29	38	38	-	38
Supplies	4	4	4	-	4
Computer Maintenance & Operations	13	12	12	-	12
<b>Operating Expenses Subtotal</b>	<b>1,453</b>	<b>1,492</b>	<b>1,531</b>	<b>187</b>	<b>1,718</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(410)	(410)	(410)	-	(410)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(410)</b>	<b>(410)</b>	<b>(410)</b>	<b>-</b>	<b>(410)</b>
<b>Gross Operating Expenses</b>	<b>1,043</b>	<b>1,082</b>	<b>1,121</b>	<b>187</b>	<b>1,308</b>
<b>Tangible Capital Assets</b>					
Replacement	49	49	51	1	52
<b>Total Tangible Capital Assets</b>	<b>49</b>	<b>49</b>	<b>51</b>	<b>1</b>	<b>52</b>
<b>Net Program Expenses</b>	<b>1,092</b>	<b>1,131</b>	<b>1,172</b>	<b>188</b>	<b>1,360</b>

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

Net Program Expenses Per Above	1,360
Less: Tangible Capital Assets	(52)
Net Operating Program Expenses Per Program Summary	<u>1,308</u>



## 2019 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ♦ The IT Security Program is responsible for ensuring the confidentiality, integrity, and availability of the IT assets of the Region through the administration of multiple threat management systems.
- ♦ The IT Security Program is responsible for the administration of the Regional Local and Wide Area Networks (LAN/WAN) servicing over 70 Regional sites.

### Description of Program Activities:

The Security Program performs the following activities:

- ♦ Manage and maintain the daily activities of the IT Security Program.
- ♦ Manage and maintain the Regional IT Security Policies including: Access Control, Antivirus, Asset Management, Backup & Recovery, Compliance, Data Protection, Personal Computer, Incident Management, Network Security, Physical & Environmental, and Wireless.
- ♦ Manage and maintain the IT Security Risk Management activities including Business Impact Analysis, and Security Risk Assessments.
- ♦ Manage and maintain the IT Security Architecture including recommendations for additional technical controls on new and existing systems.
- ♦ Perform IT Security Assurance on the Regional firewalls, including change authorization, configuration change assessments, periodic configuration reviews, and event monitoring.
- ♦ Provide Corporate Services - IT representation on the Regional Enterprise Risk Management committee and Business Continuity subcommittees.
- ♦ Provide Corporate Services - IT support and participation for Emergency Operations Centre exercises, meetings, and events.
- ♦ Manage and maintain the Region's external Digital Certificates.
- ♦ Manage and maintain the Region's Internet Domain Names.
- ♦ Maintain and manage the intrusion prevention systems and respond to all threats or potential threats.
- ♦ Maintain and manage the Region's reverse proxy solution, providing additional protection of Regional websites.
- ♦ Maintain and manage the Region's Secure File Transfer solution, ensuring files can be exchanged safely with external parties.
- ♦ Maintain and manage the Region's internal and external vulnerability scanning solutions.
- ♦ Maintain and manage the Region's antivirus software ensuring that all Regional IT assets are protected against known viral/spyware, potentially unwanted programs and threats.
- ♦ Manage and maintain the Region's Internet monitoring tools to ensure Regional staff, guests, and the public are not subjected to unwanted Internet content, are protected from malicious web-sites, and to monitor for unexpected mail traffic from Regional assets.
- ♦ Manage and maintain the IT Security Awareness educational program for Regional staff.
- ♦ Manage and maintain the IT Security Incident Response for all unexpected/inappropriate/malicious IT activity, from all sources.
- ♦ Manage and maintain the Regional wireless network ensuring access is available when requested, to authorized staff or guests only, and that access is available to the public at Regional Headquarters.
- ♦ Manage and maintain the Regional Internet email security system, ensuring that all emails are appropriately classified and managed.
- ♦ Manage and maintain the Region's strong encryption system managing both full-disk and removable electronic media.



## **2019 Program Detail**

## **Corporate Services - Information Technology**

### **Description of Program Activities (Continued):**

- ◆ Coordinate copper and fibre cable installations to facilitate the expansion of Regional resources.
- ◆ Plan, design, implement and maintain the Wide Area Network (WAN) and Local Area Network (LAN) for over 70 Regional offices.
- ◆ Plan, design, implement and maintain the layouts and equipment racks for telecommunications and data communications rooms for over 70 Regional offices.
- ◆ Evaluate, recommend, acquire, inventory and install data communications equipment (i.e. switches, routers, firewalls) for the Region of Durham.
- ◆ Measure/Monitor network performance and proactively respond to network connectivity issues, to minimize any impact on the services provided by the Region.
- ◆ Grant remote access to Regional systems via Virtual Private Network (VPN) technology for Regional staff and program consultants.
- ◆ Make internet connectivity available to Regional staff for the purpose of research and remote access to internal resources and external entities.
- ◆ Liaise with Connexall to manage and maintain the Region's alarm management systems.
- ◆ Liaise with vendors for the delivery of Internet of Things (IoT) devices and services for secure network connectivity.
- ◆ Liaise with the Province of Ontario to facilitate network access to provincial applications used by Departments such as Health, Social Services, and Provincial Offences Act.
- ◆ Offer technical assistance where wireless data access is required.
- ◆ Provide consultation services and capacity planning to support the changing demands of the Region.
- ◆ Execute change management requests to serve and protect the business needs of the organization.

### **Program Highlights:**

- ◆ Began implementation of internal vulnerability scanning solution.
- ◆ Began implementation of upgrade to Cisco network security solutions at Regional Headquarters and most Water Pollution Control Plant (WPCP) sites.
- ◆ Began implementation of redundancy for Internet Service.
- ◆ Continued implementation of updated anti-malware and application whitelisting solutions.
- ◆ Continued migration to new reverse proxy solution for protection of Regional websites.
- ◆ Conducted email phishing campaigns to increase staff IT security awareness.
- ◆ Regional Wi-Fi is now available in 58 of 70 sites for Regional staff and Regional HQ for guests.
- ◆ On-going Voice over Internet Protocol (VoIP) projects - Region of Durham Paramedic Service (RDPS) HQ, Sunderland Depot.
- ◆ Completed VoIP projects - Hillsdale Terraces.
- ◆ On-going new site setups - Nonquon WPCP, Edna Thomson Child Care, 3 Pumping Stations.
- ◆ Completed new site setups - Sunderland RDPS, 2 Pumping Stations.
- ◆ Provided IT security subject matter expertise in support of cloud software as a service (SaaS) RFPs.
- ◆ Increased staff subject matter expertise by attending Information Security & Privacy conferences, seminars, and workshops held by NorthSec.
- ◆ Maintained staff subject matter expertise by attending Information Security, Networking, and Project Management education and training sessions.



## 2019 Program Detail

## Corporate Services - Information Technology

### Program Highlights (Continued):

- ♦ Updated IT security awareness program for Regional staff.
- ♦ Investigated Disaster Recovery solutions based on the criticality of systems supporting Regional business processes.
- ♦ Provided support for the integration of Internet of Things (IoT) solutions and the Region's network.
- ♦ Provided support for the on-going upgrade to Windows 10 and Office 365.
- ♦ Provided support for website migration to a public cloud service.
- ♦ Migration of Secure File Transfer solution to Region's private cloud.
- ♦ Improved LAN security on select VoIP networks.
- ♦ Increased awareness of Critical Infrastructure cybersecurity concerns.
- ♦ On-going vulnerability patch management for IT security systems.
- ♦ Continued training IT security staff on cloud security.
- ♦ Completed WAN fibre optic cable upgrades to 10 sites, started upgrades to 10 sites.
- ♦ Improved project delivery by standardizing workgroup use of Project Management tools and methodology.

### 2019 Action Plan:

- ♦ Complete the implementation of updated anti-malware and application whitelisting solutions.
- ♦ Complete the implementation of an internal vulnerability scanning solution.
- ♦ Complete the implementation of Cisco network security upgrades.
- ♦ Complete the migration of Regional websites to a new reverse proxy solution.
- ♦ Continue email phishing campaigns to increase staff IT security awareness.
- ♦ Continue security awareness education for Corporate Services.
- ♦ Create standards for each policy to ensure that procedures and guidelines comply with Regional Information Security policies.
- ♦ Maintain Information Security technical controls, i.e. Email Security system, Malware Security system, and Web Security system while tuning these systems for optimal effectiveness.
- ♦ Evaluate current security controls for effectiveness and possible replacement.
- ♦ Evaluate a security information and event management (SIEM) solution.
- ♦ Continue to promote continuous learning and Information Privacy & Security certification for staff.
- ♦ Finalize WAN upgrades to 15 Regional sites.
- ♦ Access Netwrix auditing solution for configuration and reporting improvements.
- ♦ Maintain secure file transfer solution.
- ♦ Continue to scan Information Security horizon for changes and developments.
- ♦ Assess Internet reverse proxy systems for future use with the Regional networks.
- ♦ Implement PC hardware and software compliance reporting system.
- ♦ Determine security controls required to protect Critical Infrastructure networks.
- ♦ Continue scanning all external websites for vulnerabilities.
- ♦ Upgrade web security gateways.
- ♦ Initiate network refresh at 5 large Regional sites.
- ♦ Continue Waste Management Facility VoIP network planning.
- ♦ Continue to implement cloud security controls.



## **2019 Program Detail**

## **Corporate Services - Information Technology**

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

- ♦ 2019 Full Time Staff = 10
- 2018 Full Time Staff = 10

### **Performance Measurements:**

- ♦ Internet usage: 808 GB of traffic daily, over 295 TB on an annual basis
- ♦ Remote Access usage: 3,146 connections per month, over 40K on an annual basis
- ♦ Secure File Transfer usage: 699 GB of data transferred annually
- ♦ Blocked an average of 11K malicious websites per month, over 132K on an annual basis
- ♦ Email filtering included 5.81M delivered, 3.93M blocked emails annually



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,158	1,180	1,210	-	1,210
Personnel Related	30	19	19	-	19
Supplies	1	4	4	-	4
<b>Operating Expenses Subtotal</b>	<b>1,189</b>	<b>1,203</b>	<b>1,233</b>	<b>-</b>	<b>1,233</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(308)	(308)	(308)	-	(308)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(308)</b>	<b>(308)</b>	<b>(308)</b>	<b>-</b>	<b>(308)</b>
<b>Gross Operating Expenses</b>	<b>881</b>	<b>895</b>	<b>925</b>	<b>-</b>	<b>925</b>
<b>Tangible Capital Assets</b>					
Replacement	10	10	14	-	14
<b>Total Tangible Capital Assets</b>	<b>10</b>	<b>10</b>	<b>14</b>	<b>-</b>	<b>14</b>
<b>Net Program Expenses</b>	<b>891</b>	<b>905</b>	<b>939</b>	<b>-</b>	<b>939</b>

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

Net Program Expenses Per Above	939
Less: Tangible Capital Assets	(14)
Net Operating Program Expenses Per Program Summary	<u>925</u>



**2019 Program Detail**

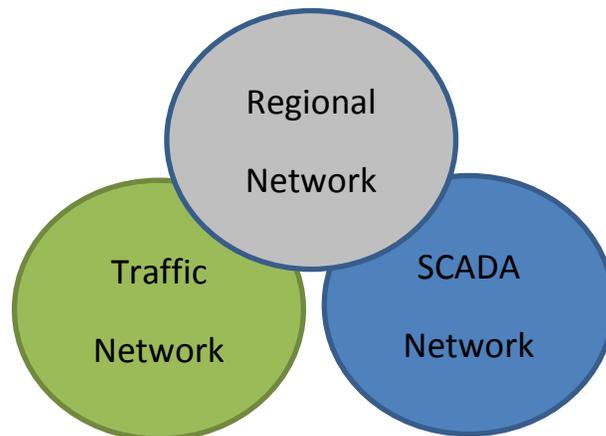
**Corporate Services -  
Information Technology**

**Purpose:**

- ◆ Operate and maintain the Regional Local and Wide Area Networks across over 70 Regional sites. Operate and maintain the Regional Network Security and Remote Access equipment. Monitor and maintain Regional Internet Access.

**Description of Program Activities:**

- ◆ Administer telecommunication charges for wide area network and internet connection.
- ◆ Maintenance of program support systems, software and hardware, including Cisco Prime, Cisco Data Centre Network Manager, Paessler Router Traffic Grapher, and LAN/WAN equipment maintenance.
- ◆ Maintenance of a distributed denial-of-service (DDoS) prevention service to protect the Region's Internet and Regional websites in the event of a DDoS attack.
- ◆ Provisioning of wired and wireless networking equipment used to interconnect Regional Information Technology resources across over 70 Regional sites, and the Internet; including site assessments, network design, equipment procurement, equipment installation and maintenance.
- ◆ Administration and maintenance of Regional network security equipment, including firewalls, intrusion prevention systems, and the Regional Virtual Private Network (VPN).
- ◆ Administration and maintenance of public Wi-Fi networks, internet connections, and content filtering for unexpected/inappropriate/malicious websites.
- ◆ Network monitoring and analysis to ensure optimal usage of bandwidth/communication services at all Regional sites and to ensure system availability is maintained.
- ◆ Network address management including network address assignments, Domain Name (URL) administration, and external Domain Name Services Administration.
- ◆ Manage remote connectivity services with Regional business partners, including access to cloud services and remote connectivity with the Province of Ontario, Durham Regional Police Service, and other external vendors.
- ◆ Per the diagram below manage interconnections and secure access points between Regional administrative network, Traffic Systems Network and the SCADA plants network. Provide support, assistance and administration to all areas of the network.



## PROGRAM 8 WIDE AREA NETWORK (WAN)



### 2019 Program Detail

### Corporate Services - Information Technology

#### 2019 Action Plan:

- ◆ Work with our network provider on the upgrades/enhancements of the Regional WAN.
- ◆ Upgrade/implement wireless systems at Regional sites where network improvements are completed. This will allow Regional staff to work seamlessly in any location without having to directly connect to a network port.
- ◆ Review the Regional Internet access for opportunities to reduce complexity and increase security.
- ◆ Replace and upgrade various network security access components to ensure the Region's vital communication network is secure.
- ◆ Implement additional internet sources for satellite offices for redundancy and access to cloud systems.
- ◆ Continue to improve network monitoring systems, identifying issues in advance of impact to Regional business.
- ◆ Expand the availability of public Wi-Fi to additional Regional sites.

#### Performance Measurements:

- ◆ Manage 51 Core, Distribution and Data Centre networking components
- ◆ Manage 259 network switches to connect computers, printers, phones etc.
- ◆ Manage 690 wireless access points and 13 wireless controllers covering 58 Regional sites
- ◆ Median WAN uptime of 99.989% for connectivity across over 70 Regional sites
- ◆ Data Centre usage: 1.15 TB of traffic daily, over 419 TB on an annual basis
- ◆ Public Wi-Fi usage: 2,330 unique clients, 2,400 GB of traffic per month

**PROGRAM 8  
WIDE AREA NETWORK (WAN)**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Supplies	6	15	15	-	15
Computer Maintenance & Operations	1,244	1,654	1,654	-	1,654
<b>Gross Operating Expenses</b>	<b>1,250</b>	<b>1,669</b>	<b>1,669</b>	<b>-</b>	<b>1,669</b>
<b>Tangible Capital Assets</b>					
Replacement	160	160	340	-	340
<b>Total Tangible Capital Assets</b>	<b>160</b>	<b>160</b>	<b>340</b>	<b>-</b>	<b>340</b>
<b>Total Expenses</b>	<b>1,410</b>	<b>1,829</b>	<b>2,009</b>	<b>-</b>	<b>2,009</b>
<b>Revenues</b>					
Recovery from Transit	-	-	-	(113)	(113)
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(113)</b>	<b>(113)</b>
<b>Net Program Expenses</b>	<b>1,410</b>	<b>1,829</b>	<b>2,009</b>	<b>(113)</b>	<b>1,896</b>

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

Net Program Expenses Per Above	1,896
Less: Tangible Capital Assets	(340)
Net Operating Program Expenses Per Program Summary	<u>1,556</u>

# PROGRAM 9 DATA AND INFRASTRUCTURE PROTECTION



## 2019 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ◆ This program focuses on managing and protecting the Region's data and infrastructure against unauthorized access and loss. Tools and systems purchased under this program will tighten security and provide protection from data loss.

### Description of Program Activities:

- ◆ Maintenance of software and services that support this program (McAfee, Oracle, Veritas, M+Archive, VMWare, Recall etc.).

### 2019 Action Plan:

- ◆ Migration of key Regional infrastructure to virtual environment. This will reduce maintenance costs and complexity of the Region's environment.
- ◆ Expand server virtualization environment to include production servers.
- ◆ Continued and ongoing replacement of servers through a managed replacement program.
- ◆ Investigate alternatives for cloud backup and continue to reduce the overall volume of data being backed up through the administration of de-duplication technology.
- ◆ Ensure electronic data conforms to the Regional Records Management data retention policies for storage, disposal, and security.

**PROGRAM 9  
DATA AND INFRASTRUCTURE PROTECTION**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Supplies	7	20	20	-	20
Computer Maintenance & Operations	447	390	390	-	390
Professional Services	-	51	51	-	51
<b>Gross Operating Expenses</b>	<b>454</b>	<b>461</b>	<b>461</b>	<b>-</b>	<b>461</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	360	-	360
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>360</b>	<b>-</b>	<b>360</b>
<b>Net Program Expenses</b>	<b>454</b>	<b>461</b>	<b>821</b>	<b>-</b>	<b>821</b>

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

Net Program Expenses Per Above	821
Less: Tangible Capital Assets	(360)
Net Operating Program Expenses Per Program Summary	<u>461</u>



## 2019 Program Detail

## Corporate Services - Information Technology

### Purpose:

- ◆ Telecommunications oversees and coordinates real-time communication and cable television services. Their responsibilities include landline and mobile/cellular, voice mail systems, call center systems, emergency notification, staff directory coordination, paging systems, audio-conferencing, video-conferencing, web-conferencing, instant messaging, and cable television services.

### Description of Program Activities:

#### Telecommunications Infrastructure

- ◆ The Telecommunications Infrastructure connects 3,135 handsets, 70 FAX's, and 2,575 voice mailboxes located in 80 regional offices to the public telephone network through an effective total of 1,055 Bell voice circuits. These devices are connected to the public telephone network through 19 VoIP networks, 21 legacy PBX's, and direct connections in 40 regional offices.
- ◆ The cellular telecommunications infrastructure connects 1,954 cellular telephones and pagers to the Rogers, Bell, and Telus cellular networks.
- ◆ The cable TV infrastructure provides Rogers cable TV services in Regional Headquarters and four Long-Term Care facilities.
- ◆ The web conferencing services provide Cisco Web-Ex services to regional staff.

#### Corporate Responsibilities include:

- ◆ Manage and administrate entire telecommunications infrastructure and its associated software, including PBXs, IP-PBX's, call management systems, voice mail, interactive voice response, audio-conferencing systems, web-conferencing systems, video conferencing systems, VoIP infrastructure and cable TV.
- ◆ Develop long range telecommunications development plans for regional departments which includes planning for the management and/or phasing out of legacy telephony systems and other switch-based voice technologies.
- ◆ Design, oversee, implement the acquisition and installation of state-of-the-art telecommunications projects.
- ◆ Develop, implement, and maintain policies, procedures, and training plans for telecommunication systems administration and appropriate use.
- ◆ Work with end users and staff to establish user-required service levels and to also provide telecommunications application training and support.
- ◆ Plan the telecommunications strategies for regional contact centers to ensure that efficient and effective customer interaction is achieved.
- ◆ Conduct testing and development disaster recovery plans to detect faults, minimize malfunctions, and back up systems.
- ◆ Conduct research on emerging products, while remain current on new products, services, protocols, and standards in support of telecom systems development and equipment procurement.
- ◆ Interact and negotiate with vendors, outsourcers, and contractors to secure communications products and services in a timely and professional manner.
- ◆ Administer all contracts for telecommunications equipment and services.
- ◆ Prepare annual telecommunications budget recommendations for all regional departments.
- ◆ Collaborate with systems engineers/architects during installations, upgrades, and troubleshooting system applications, operating systems, hardware, and software.



**2019 Program Detail**

**Corporate Services -  
Information Technology**

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

- ◆ Administer add, move, and change requests from end users as well as new line installations as required.
- ◆ Monitor and identify capacity and performance issues for telecommunications traffic to ensure continued, uninterrupted operation of telecommunications systems.
- ◆ Generate telecommunications usage, network traffic, telephony audit, and inventory reports as required.
- ◆ Configure, test, maintain, monitor, and troubleshoot end user telecommunications, telephony, and voice/data software products.
- ◆ Perform analysis, diagnosis, and resolution of telecommunications problems for end users; recommend and implement corrective solutions.
- ◆ Perform on-site analysis, diagnosis, and resolution of complex telecommunications problems for a variety of end users, and recommend and implement corrective hardware solutions.
- ◆ Integrate IP telephony systems with enterprise LANs, WANs, wireless LANs, and other Internet-based services and protocols.
- ◆ Collaborate with network administrators to ensure that VoIP traffic does not interfere with or hinder network data traffic.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 3                      Position Transfers: 1 Supervisor Telecommunications, 2  
Telecommunications Coordinators transferred from Finance  
Department
- ◆ 2018 Full Time Staff = 0

**PROGRAM 10  
TELECOMMUNICATIONS**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	-	-	-	333	333
Personnel Related	-	-	-	4	4
Professional Services	-	-	-	45	45
<b>Operating Expenses Subtotal</b>	-	-	-	<b>382</b>	<b>382</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	-	-	-	(283)	(283)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	-	-	-	<b>(283)</b>	<b>(283)</b>
<b>Gross Operating Expenses</b>	-	-	-	<b>99</b>	<b>99</b>
<b>Tangible Capital Assets</b>					
Replacement	-	-	-	2	2
<b>Total Tangible Capital Assets</b>	-	-	-	<b>2</b>	<b>2</b>
<b>Net Program Expenses</b>	-	-	-	<b>101</b>	<b>101</b>

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

Net Program Expenses Per Above	101
Less: Tangible Capital Assets	(2)
Net Operating Program Expenses Per Program Summary	<u>99</u>



## **2019 Program Detail**

## **Corporate Services - Information Technology**

### **Purpose:**

- ◆ General maintenance program for the operations and support of Regional information technology systems.

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

- ◆ Purchase of additional standard desktop licenses (Microsoft, Adobe, etc.) as required.
- ◆ Continue to look for ways to reduce the number of servers in the new data centre at Regional Headquarters. Consolidating these servers will improve efficiencies and service levels to the departments that depend on the applications.
- ◆ Microsoft Office Software Assurance (maintenance) for over 3,600 MS Office licenses across the Region. This protection allows the Region to upgrade and standardize all current licenses to any version available, and maintain the right to licenses of the current version at the expiry of the program. This would allow an upgrade at some future time. The Durham Regional Police Service has signed onto the Corporate Enterprise Agreement and CS-IT is looking to expand to the Area Municipalities.
- ◆ Manage an expanded remote access program to allow mobile workers to stay in touch with the office. The program consists of Virtual Private Networks (VPN), investigation of thin client technology, and internet access to e-mail for all Regional staff that require access.
- ◆ Software maintenance and licenses for ZyLabs - Zylmage, Oracle Database and monitoring tools, Oracle Web Tools, Oracle GRID/Real Application control, Esri-GIS, Microsoft Exchange, Microsoft Sequel, Adobe, Telus Data, Veritas, VMWare, Rogers Cable, Microsoft SharePoint, McAfee Total Endpoint Protection Security Software (encryption & anti-virus), McAfee Email Security Software, McAfee Web Security Gateway, McAfee Secure Vulnerability Scanning, Lagan - CRM, and CISCO wired, wireless, and security management systems.
- ◆ Implementation of management tools for tracking, installing and maintaining software and versions. This will ensure the Region is able to manage the number of licenses required of the various standard desktop products.

**PROGRAM 11  
CORPORATE IT SUPPORT**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Computer Maintenance & Operations	3,210	2,704	2,704	375	3,079
Professional Services	93	125	125	-	125
Major Repairs & Renovations	7	10	10	-	10
<b>Operating Expenses Subtotal</b>	<b>3,310</b>	<b>2,839</b>	<b>2,839</b>	<b>375</b>	<b>3,214</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(308)	(308)	(308)	-	(308)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(308)</b>	<b>(308)</b>	<b>(308)</b>	<b>-</b>	<b>(308)</b>
<b>Gross Operating Expenses</b>	<b>3,002</b>	<b>2,531</b>	<b>2,531</b>	<b>375</b>	<b>2,906</b>
<b>Tangible Capital Assets</b>					
Replacement	645	645	188	180	368
<b>Total Tangible Capital Assets</b>	<b>645</b>	<b>645</b>	<b>188</b>	<b>180</b>	<b>368</b>
<b>Net Program Expenses</b>	<b>3,647</b>	<b>3,176</b>	<b>2,719</b>	<b>555</b>	<b>3,274</b>

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

Net Program Expenses Per Above	3,274
Less: Tangible Capital Assets	(368)
Net Operating Program Expenses Per Program Summary	<u>2,906</u>

**PROGRAM 12  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated</b>	<b>Approved</b>	<b>Base</b>	<b>Program</b>	<b>Approved</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	536	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,124</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,501</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 12  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,119</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>345</b>	<b>345</b>	<b>312</b>	<b>41</b>	<b>353</b>

**PROGRAM 13  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration - Program 1</u></b>			
1 Power Laptop Computers	2	2,400	4,800
2 Desktop Computer	1	700	700
3 Furniture	1	8,800	8,800
4 Desktop Accessories	1	1,000	1,000
			15,300
<b><u>Application Services - Program 2</u></b>			
5 Power Laptop Computers	4	2,400	9,600
6 Desktop Accessories	1	1,000	1,000
			10,600
<b><u>Geographic Information Services - Program 3</u></b>			
7 Power Laptop Computers	3	2,400	7,200
8 Desktop Accessories	1	1,000	1,000
9 Desktop Computer	1	700	700
			8,900
<b><u>Project Services - Program 4</u></b>			
10 Power Laptop Computers	3	2,400	7,200
11 Desktop Accessories	1	1,000	1,000
			8,200
<b><u>Technical Services - Program 5</u></b>			
12 Power Laptop Computers	4	2,400	9,600
13 Laptop Computer	1	1,500	1,500
14 Desktop Computers	3	700	2,100
15 Desktop Accessories	2	1,000	2,000
			15,200
<b><u>Service Delivery - Program 6</u></b>			
16 Power Laptop Computers	8	2,400	19,200
17 Laptop Computers - Support	16	1,500	24,000
18 Tablet	1	1,400	1,400
19 Power Desktop Computer	1	1,900	1,900
20 Desktop Computers	5	700	3,500
21 Desktop Accessories	2	1,000	2,000
			52,000
<b><u>Security - Program 7</u></b>			
22 Power Laptop Computers	4	2,400	9,600
23 Desktop Computers	2	700	1,400
24 Desktop Accessories	3	1,000	3,000
			14,000

**PROGRAM 13  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Corporate Services -  
Information Technology**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Wide Area Network - Program 8</u></b>			
25 Wireless Upgrades	1	160,000	160,000
26 Upgrade/Implement Data Circuits	1	180,000	180,000
			340,000
<b><u>Data and Infrastructure Protection - Program 9</u></b>			
27 SAN Replacement	1	200,000	200,000
28 Servers and other Infrastructure Replacement	1	160,000	160,000
			360,000
<b><u>Telecommunications - Program 10</u></b>			
29 Laptop Computer	1	1,500	1,500
30 Desktop Computer	1	700	700
			2,200
<b><u>Corporate IT Support - Program 11</u></b>			
31 Audio Visual / Communication	1	187,500	187,500
32 Servers	3	15,000	45,000
33 Enclosure & Blades	1	125,000	125,000
34 Data Center Infrastructure Upgrades	1	10,000	10,000
			367,500
			<b>1,193,900</b>

<p><b>TABLE OF CONTENTS</b></p> <p><b>2019 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>CORPORATE SERVICES</b></p>
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**LEGISLATIVE SERVICES**

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2019 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, four (4) Standing Committees, 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, Standing Committees, 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.



**2019 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.



**2019 Business Plan**

**Corporate Services-  
Legislative Services**

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

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

<b>Strategic Goal D.4 - Promote a culture of openness and encourage public engagement in governance and decision making.</b>	
<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop a Regional Information Management Strategy addressing issues including storage, management and privacy.</li> <li>◆ Improve the openness and transparency of the governance process and decisions of the corporation (e.g., E-agenda, web streaming, public complaint process, Regional Ombudsman &amp; Integrity Commissioner, closed meeting protocol, Council and staff codes of conduct).</li> </ul>	

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

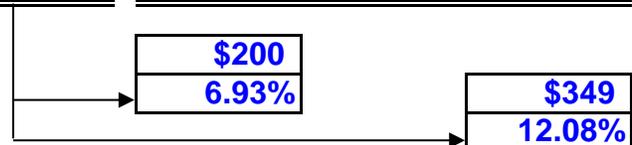


### 2019 Business Plan

### Corporate Services - Legislative Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Council Services	1,483	1,560	1,607	-	1,607
2 Records and Information Management	939	935	955	55	1,010
3 Public Counter*	-	-	-	-	-
4 Corporate Call Centre*	-	-	-	-	-
5 Corporate Privacy Office	-	195	407	-	407
6 Headquarters Shared Cost	109	109	99	13	112
<b>Operating Subtotal</b>	<b>2,531</b>	<b>2,799</b>	<b>3,068</b>	<b>68</b>	<b>3,136</b>
<b>Tangible Capital Assets*:</b>					
7 New	60	60	-	81	81
8 Replacement	29	29	20	-	20
<b>Tangible Capital Assets Subtotal</b>	<b>89</b>	<b>89</b>	<b>20</b>	<b>81</b>	<b>101</b>
<b>Net Program Expenses</b>	<b>2,620</b>	<b>2,888</b>	<b>3,088</b>	<b>149</b>	<b>3,237</b>

#### Summary of Increase (Decrease)



\* Tangible Capital Assets Included on Program Detail Page

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	83	Economic increases
Salaries & Benefits	211	Annualization - 3 positions
Salaries & Benefits	3	Job reclassifications
Operating Expenses	(100)	Remove one-time professional services
Operating Expenses	(7)	Inflationary adjustment
Operating Expenses	(10)	Headquarters shared cost
Tangible Capital Assets - New	(60)	Remove one-time items
Tangible Capital Assets - Replacement	(9)	Remove one-time items
Recoveries For Public Counter & Corporate Call Centre	89	Economic increases and remove one-time expenses
	<b>200</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Corporate Services - Legislative Services

#### Records and Information Management

<ul style="list-style-type: none"> <li>◆ New Position: 1 Information Management (IM) Supervisor, effective July 1, 2019, to support the IM Manager as team lead and oversee the IM Analysts with their day-to-day work. This will allow the IM Manager to focus on the deployment of the Enterprise Information Strategy, future Enterprise Content Management software, business continuity and other strategic initiatives. (Annualized cost is \$110k)</li> </ul>	55
	55

#### Corporate Call Centre

<ul style="list-style-type: none"> <li>◆ One-time increase in Professional Services to complete the next phase of the Corporate Customer Service Strategy and Implementation Plan.</li> <li>◆ Related increase in the recovery from Departments in Regional Headquarters based on their share of the Corporate Call Centre.</li> </ul>	100 (100)
	-

#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Legislative Services' share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	13
	13

#### Tangible Capital Assets

**New:**

<ul style="list-style-type: none"> <li>◆ Refer to TCA New Schedule for further details.</li> </ul>	81
	81
<b>Total Program Changes</b>	<b>149</b>



## 2019 Program Detail

## Corporate Services - Legislative Services

### Purpose:

#### **Legislative Compliance**

- ◆ Provide statutory and legislated services and advice 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, Municipal Conflict of Interest Act and corporate policy and procedures.

#### **Council and Committee Support**

- ◆ Provide secretariat support to Regional Council, four (4) Standing Committees, 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, Standing Committees, Committee of the Whole, Advisory Committees, Durham Transit Commission and Transit Executive Committee in accordance with corporate standards to provide consistency, openness and transparency.

#### **Accountability and Transparency**

- ◆ Receive, record and make every effort to resolve complaints about services provided by the Region, using established complaint procedures.
- ◆ Act as Ombudsman Liaison for the Region in order to appropriately respond to inquires from the Ontario Ombudsman's Office in a timely and effective manner, or direct the inquiry to the appropriate department for a response.
- ◆ Administer Regional Closed Meeting Protocol.

#### **Municipal Elections**

- ◆ Conduct the election for the office of Regional Chair in accordance with the Municipal Elections Act, 1996, the Municipal Act, the Municipal Conflict of Interest Act, and the Education Act.
- ◆ Meet all legislative deadlines.
- ◆ Provide impartial administration of Municipal Elections.

#### **Development Charges Complaint Committee and Regional Official Plan Amendments**

- ◆ Receive complaints regarding the imposition of a development charge under the Region's Development Charges By-law, arrange hearings and prepare hearing reports.
- ◆ Provide notification of Regional Official Plan and Regional Development Charges By-law amendments and prepare and submit appeal packages to the Local Planning Appeal Tribunal (LPAT) pursuant to legislation.

#### **Event Coordination**

- ◆ Coordinate official corporate functions and special events including a special luncheon to honour retired and long-term service employees.
- ◆ Provide protocol advice.

#### **Administrative Functions**

- ◆ Prepare and maintain the Council Policy Manual and the Transit Policy Manual.
- ◆ Receive and process the Region's Info mail, insurance claim letters and letters addressed to the Region, including delegation requests.
- ◆ Execute the Corporation's legal documents together with the Regional Chair.
- ◆ Provide certified copies of Regional By-laws, resolutions and other documents.



## 2019 Program Detail

## Corporate Services - Legislative Services

### Purpose (Continued):

#### **Administrative Functions (Continued)**

- ◆ Accept service of legal documents served on the Corporation.
- ◆ Prepare and publish office consolidations of various by-laws and the Regional Official Plan.
- ◆ Co-ordinate Council appointments to committees.

### Description of Program Activities:

#### **2018 Accomplishments:**

- ◆ Managed and attended 83 Council, Committee of the Whole, Standing Committee and Advisory Committee meetings.
- ◆ Demonstrated accountability and transparency by ensuring compliance with corporate policies such as the Corporate and Departmental complaint procedure/policy and the Closed Meeting Protocol.
- ◆ Continued planning for election of the Regional Chair in 2018. Undertook a review of existing policies and procedures to ensure compliance with current legislation, including Bill 68.
- ◆ Completed an in-depth analysis of the impacts of Bill 68: The Modernizing Ontario's Municipal Legislation Act, 2017. Prepared various reports to Council related to Bill 68 including reports regarding the Municipal Conflict of Interest Act and Council Code of Conduct.
- ◆ Administered the pilot Committee of the Whole structure project and provided secretariat support to Committee of the Whole, including the preparation of Committee of the Whole agendas.
- ◆ Administered the return to a Standing Committee structure including the preparation of Standing Committee agendas.
- ◆ Participated on a working group for the re-designed Regional website and continued updating of web content for Legislative Services.
- ◆ Implemented electronic voting in Council Chamber.
- ◆ Continued input on accessible agendas, minutes, reports and by-law templates for use corporate wide.
- ◆ Completed and published Regional by-law consolidations.
- ◆ Attended various internal and external training courses and workshops.

#### **2019 Activities:**

- ◆ Continued review and refinement of processes as new technologies and processes are introduced.
- ◆ Continue with election related matters pertaining to candidate's financial statements and compliance audit of committee activities.
- ◆ Continued review and update of departmental policies and procedures in response to new legislation.
- ◆ Continue to administer the Regional Closed Meeting Protocol.
- ◆ Continue to administer the Corporate and Departmental complaint procedure/policy.
- ◆ Update policy and procedures manual for Council Services.

### Description of Program Resources:

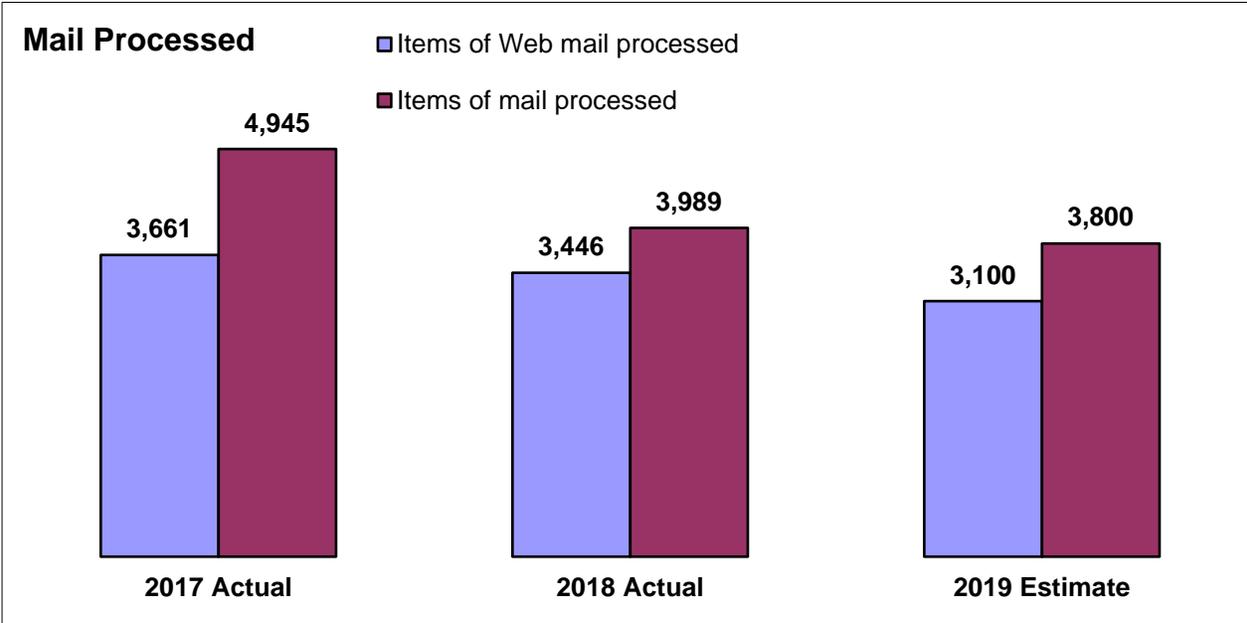
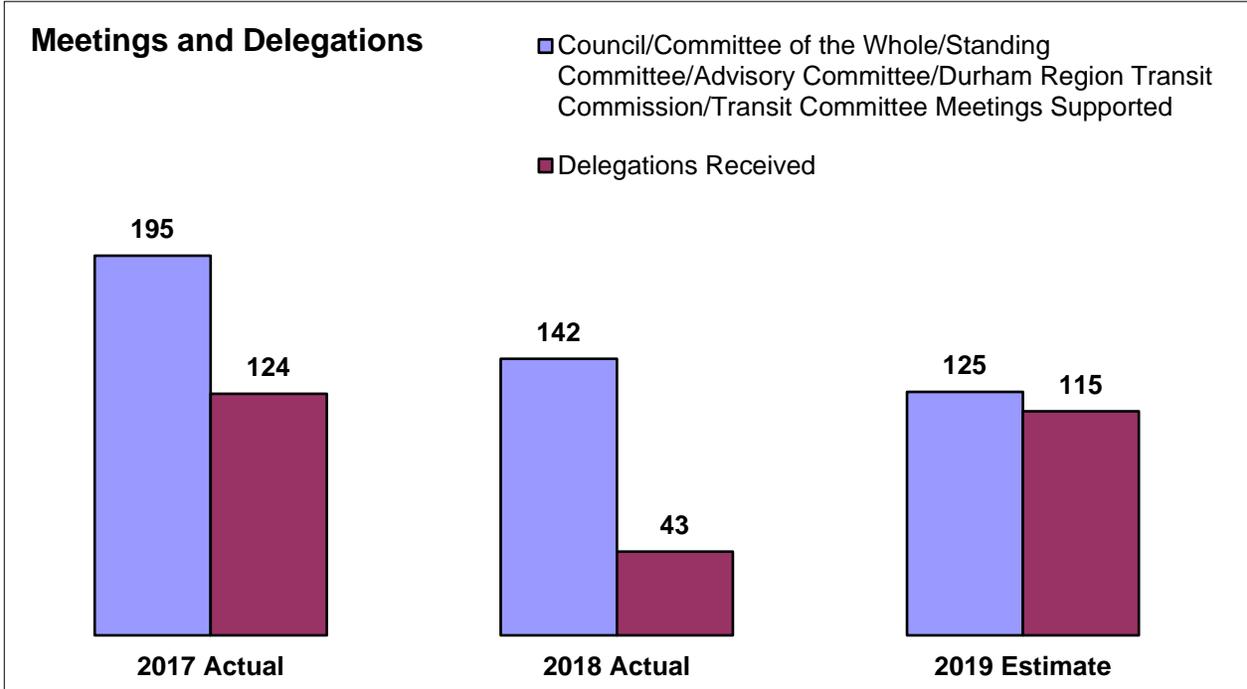
- ◆ 2019 Full Time Staff = 13.1
- ◆ 2018 Full Time Staff = 13.1



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

**Performance Measurements:**



**Events Coordinated:**

2017 Actual - 39

2018 Actual - 37

2019 Estimate - 40

**PROGRAM 1  
COUNCIL SERVICES**



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,419	1,399	1,453	-	1,453
Personnel Related	23	39	33	-	33
Communications	55	76	76	-	76
Supplies	23	16	16	-	16
Computer Maintenance & Operations	-	54	54	-	54
Materials & Services	9	9	9	-	9
Equipment Maintenance & Repairs	3	9	9	-	9
Professional Services	4	9	9	-	9
Minor Assets & Equipment	-	1	1	-	1
<b>Gross Operating Expenses</b>	<b>1,536</b>	<b>1,612</b>	<b>1,660</b>	<b>-</b>	<b>1,660</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	75	75
Replacement	21	21	12	-	12
<b>Total Tangible Capital Assets</b>	<b>21</b>	<b>21</b>	<b>12</b>	<b>75</b>	<b>87</b>
<b>Total Expenses</b>	<b>1,557</b>	<b>1,633</b>	<b>1,672</b>	<b>75</b>	<b>1,747</b>
<b>Revenues</b>					
Sale of Publications	(7)	(6)	(6)	-	(6)
Recovery from Transit	(46)	(46)	(47)	-	(47)
<b>Total Revenues</b>	<b>(53)</b>	<b>(52)</b>	<b>(53)</b>	<b>-</b>	<b>(53)</b>
<b>Net Program Expenses</b>	<b>1,504</b>	<b>1,581</b>	<b>1,619</b>	<b>75</b>	<b>1,694</b>

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

Net Program Expenses Per Above	1,694
Less: Tangible Capital Assets	(87)
Net Operating Program Expenses Per Program Summary	<u>1,607</u>

## PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



### 2019 Program Detail

### Corporate Services - Legislative Services

#### Purpose:

- ◆ Lead and manage the Records and Information Management (RIM) Program of the Corporation, ensuring that official records are managed from creation to final disposition.
- ◆ Maintain the Region's Records Retention By-law and Corporate Classification Scheme (CCS) in accordance with Sections 254 and 255 of the Municipal Act and submit changes to Regional Council for approval.
- ◆ Promote and educate staff on records and information management best practices throughout the Region.
- ◆ Manage the on-site inactive storage facility, Records Retention Center (RRC) by coordinating the transfer of inactive records to the RRC or the Region's offsite records storage facility.
- ◆ Manage the archival information of the Corporation, ensuring the identification, preservation and accessibility of permanent, historically significant Regional records.
- ◆ Lead and manage access and privacy support to the Regional Clerk in administering the Municipal Freedom of Information & Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA).

#### Description of Program Activities:

##### 2018 Accomplishments

- ◆ Identified and assisted departments in managing Regional records from creation to final disposition according to the Corporate Classification Scheme (CCS), which forms part of the Records Retention By-law.
- ◆ Promoted and trained staff on upgraded version of Versatile Enterprise records management file tracking software system, ZylImage, MFIPPA and PHIPA and RIM Awareness on information management best practices throughout the Region that comply with the Records Retention By-Law.
- ◆ Managed ongoing departmental projects; developed information management systems that included procedural analysis (workflow) to identify key business functions and activities, information sharing opportunities, provide process improvements; customized RIM policies and procedures, consistent naming conventions on shared drives, and implemented Versatile records management software.
- ◆ Processed requests for information, complaints and appeals under the MFIPPA/PHIPA and advised departments on compliance with the Act in conjunction with the Legal Department.
- ◆ Managed an on-site inactive storage facility Records Retention Center (RRC) by coordinating the transfer of inactive records to the RRC or the Region's offsite records storage facility.
- ◆ Managed the annual destruction of Regional records according to the Region's Records Retention By-law.
- ◆ Updated the Regional Archives display in the Upper Galleria throughout the year.
- ◆ Developed RIM Newsletter (The Information Exchange).
- ◆ Developed and received Department Head approval for Enterprise Information Management 5-year Strategy.
- ◆ Managed an increase of 25 per cent in personal and general MFIPPA requests.

##### 2019 Activities

- ◆ Assist with ongoing development of Corporate Privacy Office.
- ◆ Revise RIM User Manual.
- ◆ Lead the implementation of the multi-year Enterprise Management Strategy (2019-2024).

# PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



## 2019 Program Detail

## Corporate Services - Legislative Services

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 10                      New Position: 1 Information Management (IM) Supervisor
- 2018 Full Time Staff = 9

### Performance Measurements:

#### Inactive Records Services

##### Effectiveness

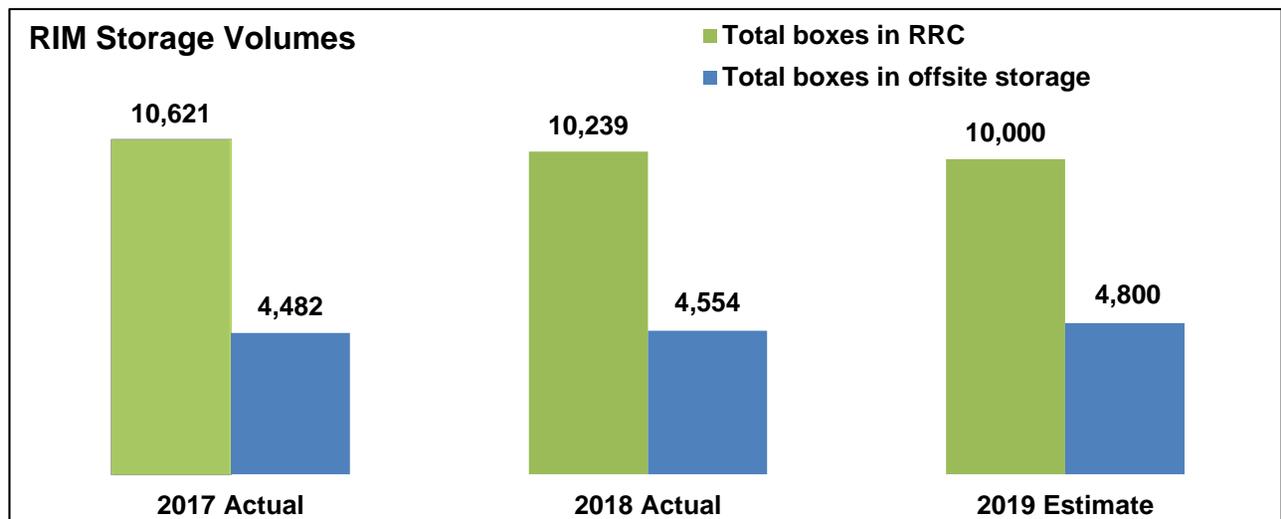
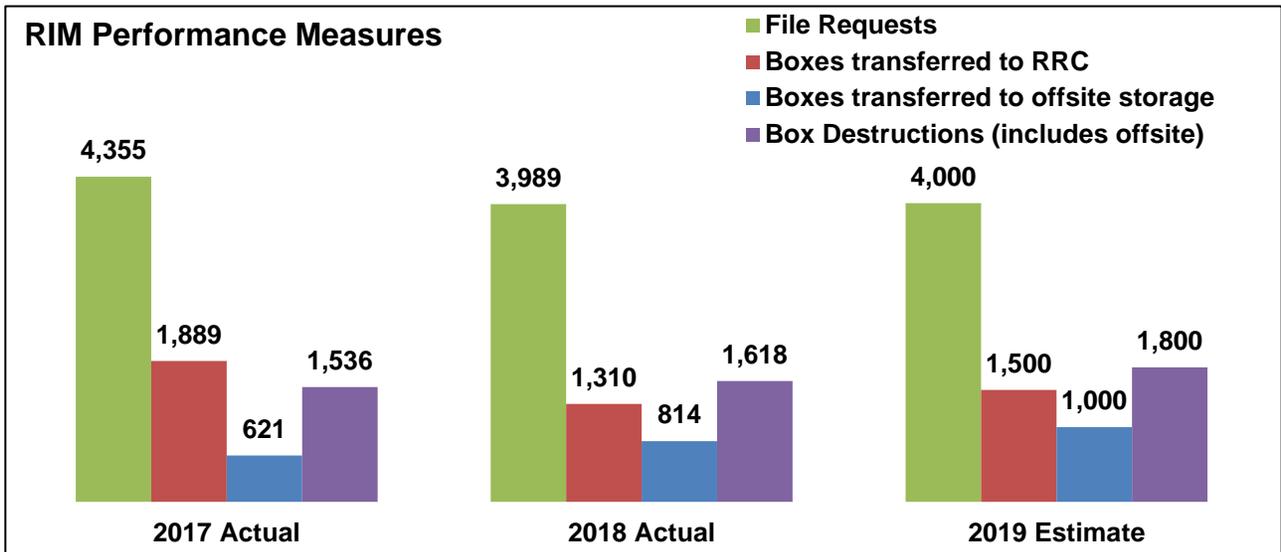
Continuing high number of retrievals shows the existence of an active records centre.

##### Efficiency

Response timelines remain consistent as established service levels are consistently met.

##### Community

Archival inventory projects will improve availability for citizen engagement.



# PROGRAM 2 RECORDS AND INFORMATION MANAGEMENT



## 2019 Program Detail

## Corporate Services - Legislative Services

### Performance Measurements (Continued):

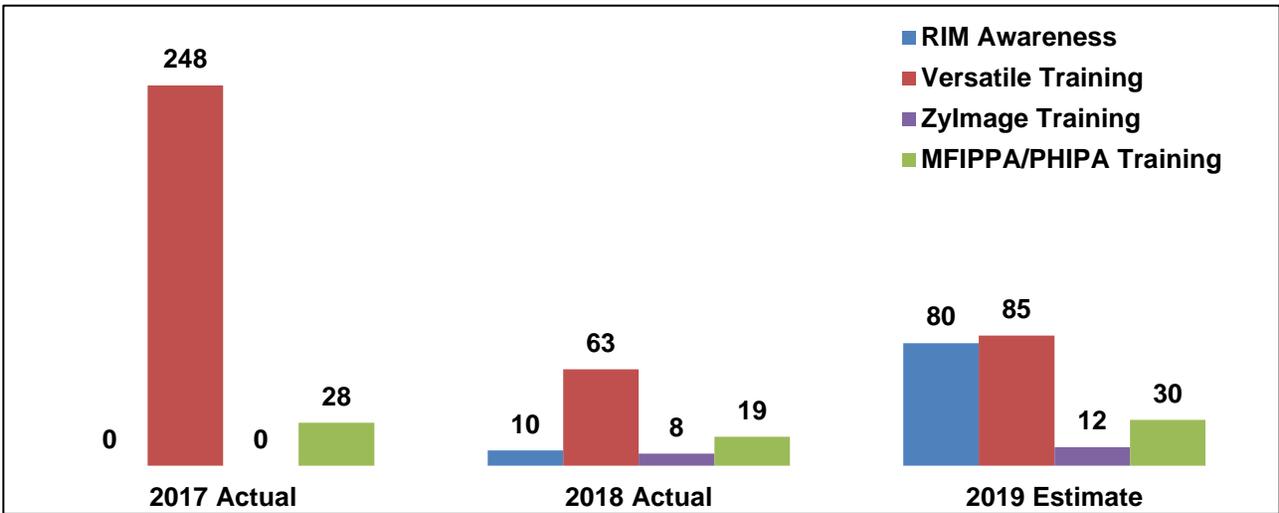
#### RIM Training

##### Effectiveness

Training sessions attended by various departments

##### Efficiency

Training is primarily done with implementation of projects and on an as needed basis.



#### FOI Requests

##### Effectiveness

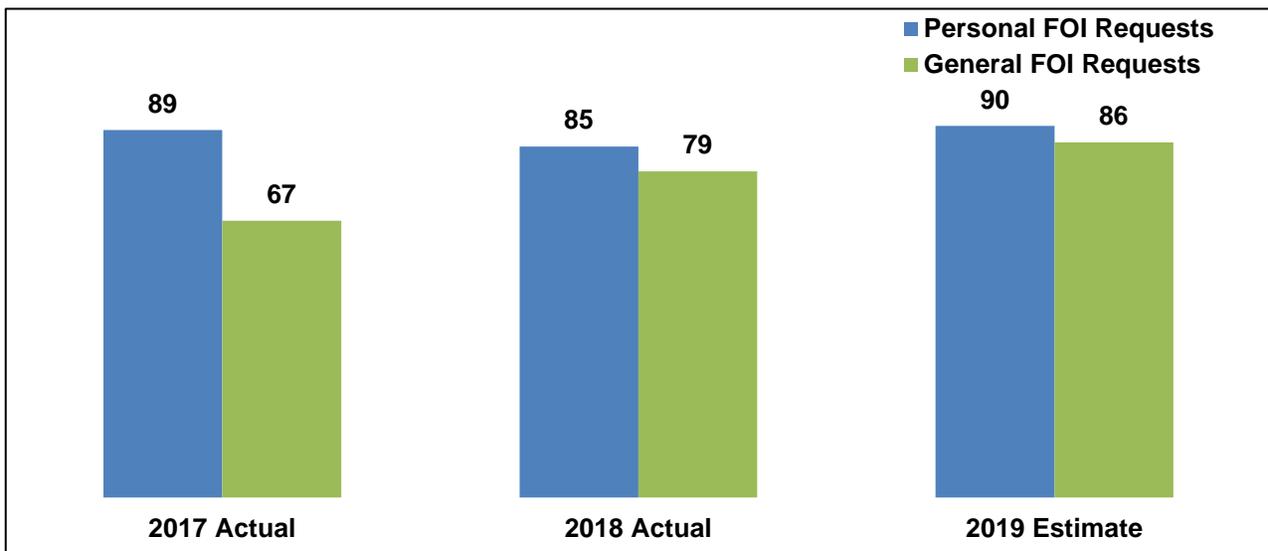
Compliance with MFIPPA & PHIPA well supported. Routine disclosure made through the normal course of business minimizes the number of requests.

##### Efficiency

90 per cent of requests completed within 30 days.

##### Community

Continued to meet the Public's expectation to have 'open and accessible' records.



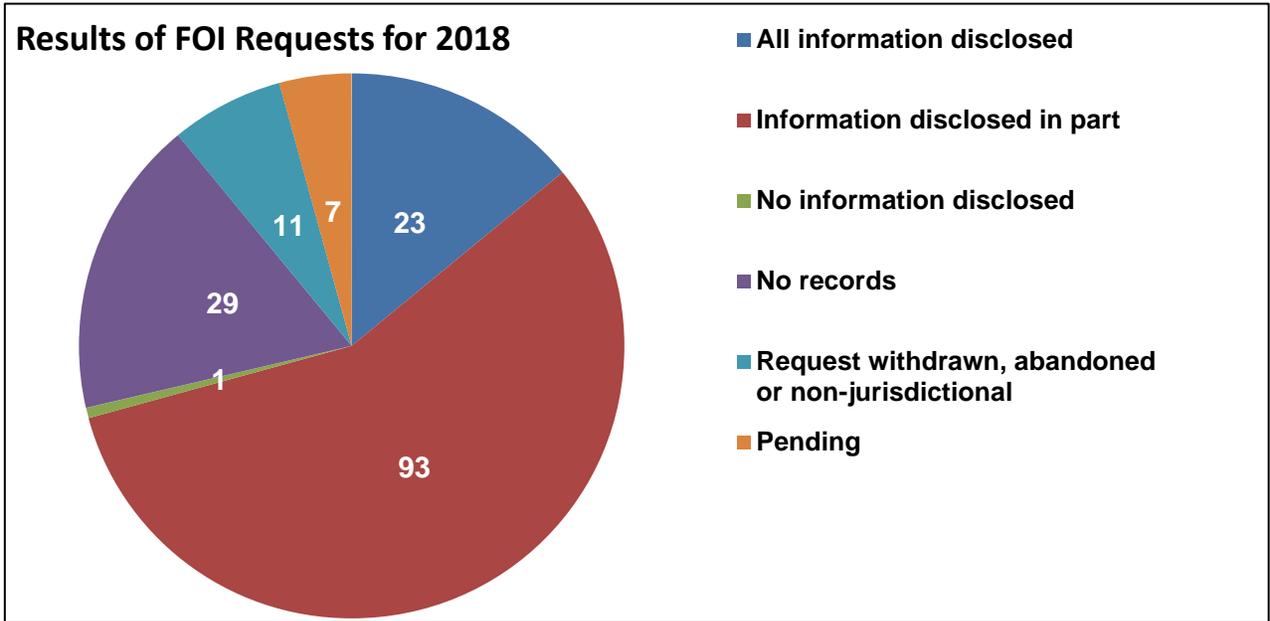
PROGRAM 2  
RECORDS AND INFORMATION MANAGEMENT



2019 Program Detail

Corporate Services -  
Legislative Services

Performance Measurements (Continued):



**PROGRAM 2  
RECORDS AND INFORMATION MANAGEMENT**



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	862	837	858	55	913
Personnel Related	16	21	20	-	20
Communications	9	9	9	-	9
Supplies	1	7	7	-	7
Computer Maintenance & Operations	13	13	13	-	13
Materials & Services	38	45	45	-	45
Equipment Maintenance & Repairs	-	3	3	-	3
<b>Gross Operating Expenses</b>	<b>939</b>	<b>935</b>	<b>955</b>	<b>55</b>	<b>1,010</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	6	6
Replacement	8	8	8	-	8
<b>Total Tangible Capital Assets</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>6</b>	<b>14</b>
<b>Net Program Expenses</b>	<b>947</b>	<b>943</b>	<b>963</b>	<b>61</b>	<b>1,024</b>

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

Net Program Expenses Per Above	1,024
Less: Tangible Capital Assets	(14)
Net Operating Program Expenses Per Program Summary	<u>1,010</u>



## **2019 Program Detail**

## **Corporate Services - Legislative Services**

### **Purpose:**

- ◆ The Public Counter staff provide first tier customer service by managing internal and external inquiries through multiple channels (in-person, phone, email, etc.). The Public Counter is the first point of contact within the corporation for public and staff inquiries. Staff manage all matters relating to common meeting rooms on the main floor and lower level at Regional Headquarters, and prepare a variety of correspondence such as the Durham Region Directory, Bell Telephone Directories and on-line Employee Directory. Staff also administer the 911 notification phone in order to assist First Responders during medical emergencies.

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

#### **2018 Accomplishments:**

- ◆ Assisted the public by providing general information on Regional programs or directing them to the appropriate department, municipality, other levels of government or agency for service.
- ◆ Enhanced the promotion of customer service at the Region of Durham by improving on Customer Service Week initiatives.
- ◆ Improved the processes and procedures around the use of the Outlook Room Booking Program for the common meeting rooms and displays.
- ◆ Completed Councillors' meeting attendance records and mileage expense claim forms.
- ◆ Managed and maintained the telephone contact information in the on-line Regional Employee Phone Directory.

#### **2019 Activities:**

- ◆ Work in coordination with other departments to enhance the way in which customer service contact areas provide information to members of the public.
- ◆ Update the Municipal Directory to reflect changes in organizational structure, including staffing changes and amendments to Committee structure.
- ◆ Work with Information Technology and other departments on the implementation of a new/upgraded Customer Relationship Management software system.
- ◆ Work in coordination with the Corporate Call Centre during peak period and staffing shortages to ensure that the standard of customer service is maintained.

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

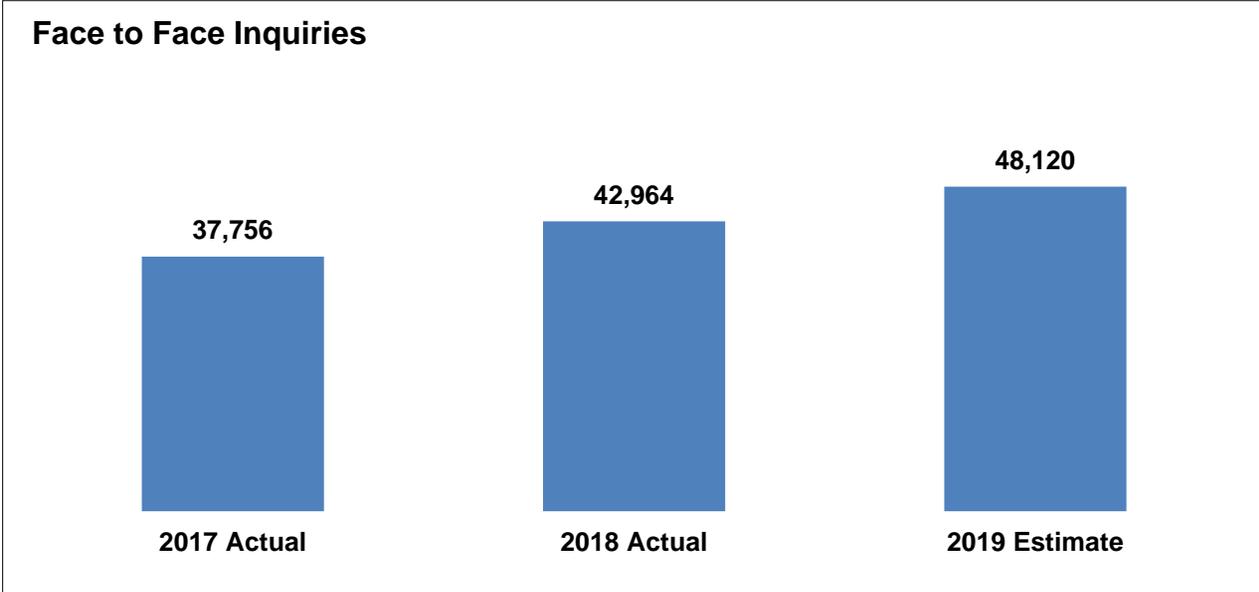
- ◆ 2019 Full Time Staff = 3.95  
2018 Full Time Staff = 3.95



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

**Performance Measurements:**



**PROGRAM 3  
PUBLIC COUNTER**



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	270	342	345	-	345
Personnel Related	2	4	4	-	4
Communications	1	15	15	-	15
Supplies	5	5	5	-	5
Headquarters Shared Costs	(303)	(394)	(399)	-	(399)
Materials & Services	2	2	2	-	2
Equipment Maintenance & Repairs	-	3	3	-	3
<b>Gross Operating Expenses</b>	<b>(23)</b>	<b>(23)</b>	<b>(25)</b>	<b>-</b>	<b>(25)</b>
<b>Tangible Capital Assets</b>					
Replacement	23	23	25	-	25
<b>Total Tangible Capital Assets</b>	<b>23</b>	<b>23</b>	<b>25</b>	<b>-</b>	<b>25</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## 2019 Program Detail

## Corporate Services - Legislative Services

### Purpose:

- ◆ Provide first-tier, live-answer response to anyone calling the Region's main telephone number Monday - Friday from 8:00 a.m. to 5:00 p.m.
- ◆ Update the Legislative Services section of the external web site as required.

### Description of Program Activities:

#### **2018 Accomplishments:**

- ◆ Continued to represent the Region as the first point of contact to the public calling into the organization's main telephone number by providing general program information or transferring them to the appropriate department, municipality, organization or agency for service.
- ◆ Updated the Corporate Call Centre's Policies and Procedures where required.
- ◆ Assisted the Public Counter by communicating any changes to staff telephone contact information as identified.
- ◆ Worked closely with various departments during planned and unplanned service disruptions to ensure the public was continuously informed and to mitigate affects on service delivery.
- ◆ Completed updates to the Legislative Services section of the external website.
- ◆ Updated the greeting on the Region's main telephone line and automated attendant line.

#### **2019 Activities:**

- ◆ Continue to work collaboratively with departments to develop a Corporate Customer Service Strategy and Implementation Plan.
- ◆ Work with applicable departments to develop an Emergency Plan for the Corporate Call Centre.
- ◆ Work with Corporate Services - Information Technology and other departments on the implementation of a new/upgraded Customer Relationship Management software system.
- ◆ Change the music "on-hold" on the Region's telephone system.

### Description of Program Resources:

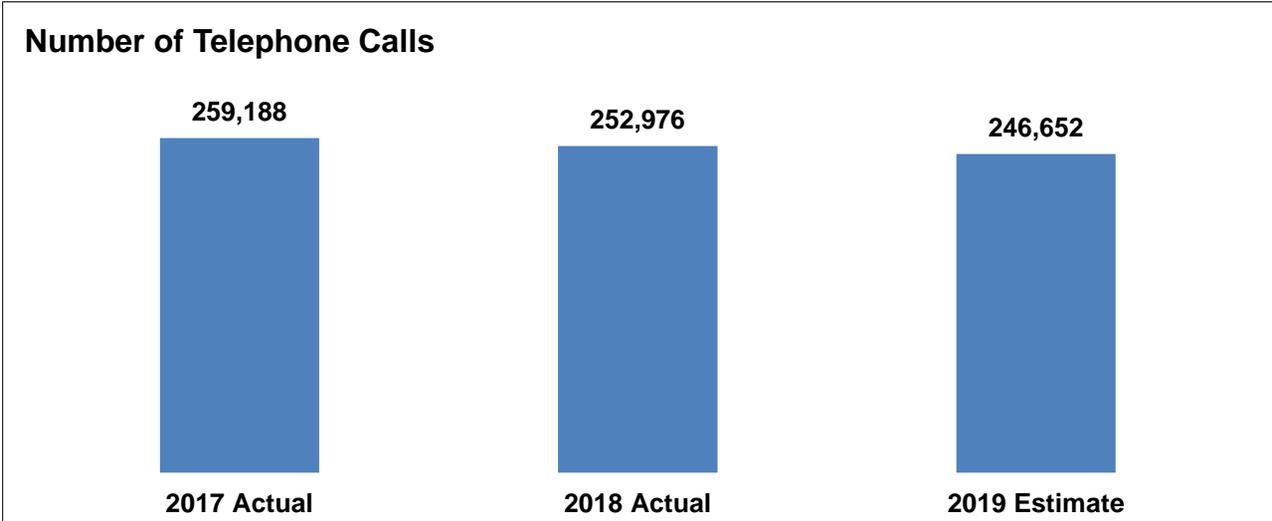
- ◆ 2019 Full Time Staff = 6.95  
2018 Full Time Staff = 6.95



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

**Performance Measurement:**



**PROGRAM 4  
CORPORATE CALL CENTRE**



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	400	538	544	-	544
Personnel Related	2	4	4	-	4
Communications	-	3	3	-	3
Supplies	5	5	5	-	5
Headquarters Shared Costs	(536)	(681)	(587)	(100)	(687)
Computer Maintenance & Operations	27	26	26	-	26
Materials & Services	2	2	2	-	2
Equipment Maintenance & Repairs	-	3	3	-	3
Professional Services	100	100	-	100	100
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

**Purpose:**

- ◆ The Corporate Privacy Office will provide leadership on privacy, compliance and training, by assisting the Corporation in its obligation to promote and support compliance with privacy legislation as well as fostering a culture of privacy awareness. The Corporate Privacy Office will ensure that privacy is protected and the public is provided access to information in accordance with the principles and purposes set out in legislation within the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

**Description of Program Activities:**

**2018 Accomplishments**

- ◆ Established a comprehensive Privacy Management Program.

**2019 Activities**

- ◆ Develop a privacy management and accountability framework.
- ◆ Develop a staff education and awareness program with respect to the Privacy Management Program.
- ◆ Integrate privacy practices into daily operations throughout the Corporation.
- ◆ Assist in the promotion of public awareness and understanding of privacy issues.
- ◆ Establish Key Performance Indicators to measure the program's success.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 3.00  
2018 Full Time Staff = 3.00

**PROGRAM 5  
CORPORATE PRIVACY OFFICE**



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	-	195	407	-	407
<b>Gross Operating Expenses</b>	<b>-</b>	<b>195</b>	<b>407</b>	<b>-</b>	<b>407</b>
<b>Tangible Capital Assets</b>					
New	60	60	-	-	-
<b>Total Tangible Capital Assets</b>	<b>60</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>60</b>	<b>255</b>	<b>407</b>	<b>-</b>	<b>407</b>

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

**PROGRAM 6  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	536	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,124</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,501</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 6  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,119</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>109</b>	<b>109</b>	<b>99</b>	<b>13</b>	<b>112</b>

**PROGRAM 7  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

Description	Qty	Unit Cost	Total
<b><u>Council Services - Program 1</u></b>			
1 Major Office Renovations	1	75,000	75,000
			75,000
<b><u>Records and Information Management - Program 2</u></b>			
2 Desktop Computer	1	700	700
3 Monitor	1	250	250
4 Furniture	1	5,000	5,000
			5,950
			<b>80,950</b>

**PROGRAM 8  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Corporate Services -  
Legislative Services**

Description	Qty	Unit Cost	Total
<b><u>Council Services - Program 1</u></b>			
1 Desktop Computers	3	700	2,100
2 Power Laptop Computer	1	2,400	2,400
3 Monitors	4	250	1,000
4 Colour Printers	2	3,000	6,000
			11,500
<b><u>Records and Information Management - Program 2</u></b>			
5 Desktop Computers	8	700	5,600
6 Monitors	8	250	2,000
			7,600
<b><u>Public Counter - Program 3 (Included on Program Detail Page)</u></b>			
7 Tables/Chairs - Meeting Rooms	1	25,000	25,000
			25,000
			<b>44,100</b>

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**2019 Business Plan**

**Durham Emergency Management Office**

**Major Services & Activities**

**Durham  
Emergency  
Management  
Office**

- ◆ Emergency Plan and Emergency Support Functions (ESF's).
- ◆ Risk Specific Plans: Particular emphasis on nuclear.
- ◆ Training Program: Develop and deliver.
- ◆ Exercise Program: Design and conduct.
- ◆ Coordinate with Local Municipalities and Fire Services.
- ◆ Public Education Program: Design, produce and distribute.
- ◆ Critical Infrastructure Inventory.
- ◆ Hazard Identification and Risk Assessment (HIRA).
- ◆ Maintain compliance with Provincial Act and Regulations, including nuclear elements.
- ◆ Promote collaborative emergency management.
- ◆ Regional Emergency Operations Centre (REOC): Maintain and operate.
- ◆ 24/7 on-call Duty Officer availability.
- ◆ Major Special Event consequence management planning.
- ◆ Administrative meetings.

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

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

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



**2019 Business Plan**

**Durham Emergency Management Office**

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

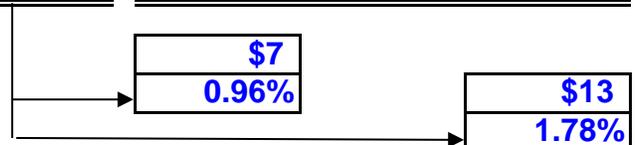


### 2019 Business Plan

### Durham Emergency Management Office

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Durham Emergency Management Office	1,084	1,180	1,203	513	1,716
2 Public Alerting System Maintenance	200	202	202	-	202
3 Headquarters Shared Cost	53	53	48	6	54
<b>Operating Subtotal</b>	<b>1,337</b>	<b>1,435</b>	<b>1,453</b>	<b>519</b>	<b>1,972</b>
<b>Tangible Capital Assets:</b>					
4 New	-	-	-	99	99
5 Replacement	26	26	15	-	15
<b>Tangible Capital Assets Subtotal</b>	<b>26</b>	<b>26</b>	<b>15</b>	<b>99</b>	<b>114</b>
<b>Total Program Expenses</b>	<b>1,363</b>	<b>1,461</b>	<b>1,468</b>	<b>618</b>	<b>2,086</b>
<b>Revenue Programs</b>					
Ontario Power Generation (OPG) Grant	(527)	(527)	(527)	(612)	(1,139)
OPG Grant - Public Alerting System Maintenance	(200)	(202)	(202)	-	(202)
<b>Total Revenue Programs</b>	<b>(727)</b>	<b>(729)</b>	<b>(729)</b>	<b>(612)</b>	<b>(1,341)</b>
<b>Net Program Expenses</b>	<b>636</b>	<b>732</b>	<b>739</b>	<b>6</b>	<b>745</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	23	Economic increases
Operating Expenses	(5)	Headquarters shared cost
Tangible Capital Assets - Replacement	(11)	Remove one-time items
	<b>7</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Durham Emergency Management Office

(\$,000's)

#### Durham Emergency Management Office

<ul style="list-style-type: none"> <li>◆ Increase in expenses as listed below for new Provincial Nuclear Emergency Response Plan (PNERP). These expenses will be conditional upon a funding agreement with Ontario Power Generation to recover 100% of costs.</li> </ul>	
New positions including: 1 Manager, 5 Emergency Coordinators, and 1 Program Assistant, effective July 1, 2019. (Annualized cost is \$882k)	441
Property Rental (\$24k) and Leasehold Improvements (\$50k).	74
Personnel Related (\$16k), Communication (\$20k), Supplies (\$6k) and Equipment Rental (\$6k) costs.	48
Furniture and Computers for new positions - see TCA - New schedule for details.	49
<ul style="list-style-type: none"> <li>◆ Increase in Ontario Power Generation grant to fund PNERP expenses noted above.</li> </ul>	(612)
	-

#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Durham Emergency Management Office's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	
	6
	6
<b>Total Program Changes</b>	<b>6</b>

# PROGRAM 1 DURHAM EMERGENCY MANAGEMENT OFFICE



## 2019 Program Detail

## Durham Emergency Management Office

### Purpose:

- ◆ To reduce the risks to the Region and build resiliency by coordinating and integrating those activities necessary to mitigate against, prepare for, respond to and recover from potential or actual natural, technological, and/or human induced risks.

### Description of Program Activities:

**Durham Emergency Management Office (DEMO) must ensure the Region is compliant for 2019 with the Municipal Standards required by Regulation 380/04 under the Emergency Management & Civil Protection Act, including nuclear legislation. These standards include:**

#### **Plans and Procedures:**

- Formulate, coordinate and produce emergency plans, support functions and procedures
- Update emergency contact lists and databases
- Maintain a Regional hazard identification and risk assessment
- Maintain a critical infrastructure inventory
- Test communications and emergency public alerting systems on a regular basis

#### **Training and Exercises:**

- Develop and deliver emergency management courses for Regional staff, and the Regional Control Group
- Design and conduct annual Emergency Operations Centre exercises; Design and conduct an annual exercise for local municipalities

#### **Operations:**

- Provide an on-call Duty Officer on a 24/7/365 basis
- Initiate emergency notifications to staff
- Set-up and manage the Regional Emergency Operations Centre
- Maintain an effective emergency response structure

#### **Public Education:**

- Develop and distribute public education materials to Regional residents and businesses
- Communicate emergency risks to the public
- Promote personal preparedness
- Maintain a current and accessible web site

#### **Administration:**

- Administer the activities of the:
  - Durham Emergency Management Coordinating Committee
  - Regional Nuclear Emergency Management Coordinating Committee
  - Emergency Management Working Group
  - Emergency Exercise Design Team
- Departmental administration for DEMO staff, Financial Information Management System, Human Capital Management, Human Resources, Procurement, Accessibility for Ontarians with Disabilities Act compliance

### Program Resources:

- ◆ 2019 Full Time Staff = 15      New Positions (conditional upon funding): 1 Manager, 5 Emergency Coordinators, 1 Program Assistant
- 2018 Full Time Staff = 8

**PROGRAM 1  
DURHAM EMERGENCY MANAGEMENT OFFICE**



**2019 Program Detail**

**Durham Emergency  
Management Office**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	966	967	990	441	1,431
Personnel Related	15	33	33	16	49
Communications	89	154	154	20	174
Supplies	6	14	14	6	20
Equipment Maintenance & Repairs	4	7	7	6	13
Vehicle Operations	-	1	1	-	1
Leased Facilities Expenses	-	-	-	24	24
Minor Assets & Equipment	1	1	1	-	1
<b>Operating Expenses Subtotal</b>	<b>1,081</b>	<b>1,177</b>	<b>1,200</b>	<b>513</b>	<b>1,713</b>
<b>Transfers from Related Entities</b>					
NextGen Charges	3	3	3	-	3
<b>Transfers from Related Entities Subtotal</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Gross Operating Expenses</b>	<b>1,084</b>	<b>1,180</b>	<b>1,203</b>	<b>513</b>	<b>1,716</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	99	99
Replacement	26	26	15	-	15
<b>Total Tangible Capital Assets</b>	<b>26</b>	<b>26</b>	<b>15</b>	<b>99</b>	<b>114</b>
<b>Total Expenses</b>	<b>1,110</b>	<b>1,206</b>	<b>1,218</b>	<b>612</b>	<b>1,830</b>

## PROGRAM 2 PUBLIC ALERTING SYSTEM MAINTENANCE



### 2019 Program Detail

Durham Emergency  
Management Office

#### Purpose:

- ◆ Maintenance of the public alerting siren system (34 sirens), and auto-dialer, for a 10km zone around both Pickering and Darlington Nuclear Stations, and capability throughout the Region.

#### Description of Program Activities:

- ◆ Preventative maintenance twice per year and technology upgrades as required.
- ◆ On-call maintenance.
- ◆ Auto dialer service provider.
- ◆ Telephone data set purchase/maintenance.
- ◆ **NOTE: Fully funded by Ontario Power Generation.**

**PROGRAM 2  
PUBLIC ALERTING SYSTEM MAINTENANCE**



**2019 Program Detail**

**Durham Emergency  
Management Office**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Materials & Services	200	202	202	-	202
<b>Total Expenses</b>	<b>200</b>	<b>202</b>	<b>202</b>	<b>-</b>	<b>202</b>

**PROGRAM 3  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Durham Emergency  
Management Office**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	536	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,124</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,501</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 3  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Durham Emergency  
Management Office**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,119</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>53</b>	<b>53</b>	<b>48</b>	<b>6</b>	<b>54</b>

**PROGRAM 4  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Durham Emergency  
Management Office**

Description	Qty	Unit Cost	Total
		\$	\$
1 Laptop Computers with Monitors	7	1,750	12,250
2 Printer	1	1,500	1,500
3 Workstations	7	5,000	35,000
			<u>48,750</u>
4 Leasehold Improvements			50,000
			<u><u>98,750</u></u>

**PROGRAM 5  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Durham Emergency  
Management Office**

Description	Qty	Unit Cost	Total
		\$	\$
1 Laptop Computers	10	1,500	<u>15,000</u>

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**2019 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.
- ◆ Public Safety Answering Point (PSAP) for all Emergency 9-1-1 telephone calls received from the public requesting a response from Police, Fire and/or 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.
- ◆ A new IP based phone system will be implemented in 2019 as a major component towards migration to Next Generation 911 (NG911) functionality.

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

<b>Strategic Goals</b>		
<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>C.4</b>	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

**PROGRAM SUMMARY**

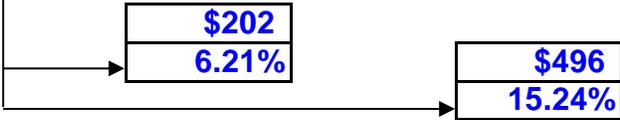


**2019 Business Plan**

**Emergency 9-1-1 Telephone System**

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Emergency 9-1-1 Telephone System	3,099	3,154	3,356	294	3,650
1 Asset Replacement Reserve	100	100	100	-	100
<b>Operating Subtotal</b>	<b>3,199</b>	<b>3,254</b>	<b>3,456</b>	<b>294</b>	<b>3,750</b>
<b>Tangible Capital Assets:</b>					
2 New	-	-	-	411	411
Contribution from Reserve / Reserve Fund	-	-	-	(411)	(411)
<b>Tangible Capital Assets Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>3,199</b>	<b>3,254</b>	<b>3,456</b>	<b>294</b>	<b>3,750</b>

Summary of Increase (Decrease)



**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits (DRPS cross charge)	202	Economic increases/Statutory Holiday Pay
	<u>202</u>	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Emergency 9-1-1 Telephone System

(\$,000's)

### Emergency 9-1-1 Telephone System

<ul style="list-style-type: none"> <li>◆ Increase in Police Charge for 5 New Communicator positions (\$309k), partially offset by a decrease due to the reclassification of 2 Supervisor positions to Communicators (-\$15k). Annualized cost is \$603k.</li> <li>◆ Increase in Tangible Capital Assets for New Computer Telephony Integration System.</li> <li>◆ Contribution from Reserve/Reserve Fund for New Computer Telephony Integration System.</li> </ul>	<p>294</p> <p>411</p> <p>(411)</p> <hr style="border: 0.5px solid black;"/> <p><b>Total Program Changes</b>      <b>294</b></p> <hr style="border: 1px solid black;"/>
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# PROGRAM 1 EMERGENCY 9-1-1 TELEPHONE SYSTEM



## 2019 Program Detail

## Emergency 9-1-1 Telephone System

### Purpose:

- ◆ To ensure that the residents and public in Durham Region have immediate access 24/7 to all emergency services through one central number 9-1-1.

### Description of Program Activities:

- ◆ Durham Region delivers quality 24-hour emergency telephone service through a 9-1-1 call centre.
- ◆ The 9-1-1 Management Board is committed to ensuring that 9-1-1 services are delivered by supporting staffing requests that contribute to prompt, professional call answer rates.
- ◆ The call centre is governed by a 9-1-1 Management Board that oversee the operating policies and procedures exclusive to 9-1-1 service delivery.
- ◆ While co-located in a Police facility, the 9-1-1 call response mandate is governed by Durham Region and is facilitated with DRPS Operations.
- ◆ 9-1-1 statistics reflect the volume and answer rate of 9-1-1 telephone calls.
- ◆ Only 9-1-1 telephone workload is considered for staffing and public safety analysis.
- ◆ The 9-1-1 call centre transfers callers to the appropriate emergency response agency.
- ◆ Text with 9-1-1 for registered members of the Deaf, Hard of Hearing and Speech Impaired (DHHSI) Community is available. All emergency services are available for a Text with 9-1-1 caller. There has not been a legitimate Text with 9-1-1 call received to the 9-1-1 call centre since the program was introduced in September 2015. Next Generation 911 (NG911) enhancements will deliver this and numerous other enhancements to the 9-1-1 system.
- ◆ Third party companies accept Internet handled telephone calls (VoIP) and initiate requests for assistance to the PSAP. NG911 will streamline this call path.
- ◆ Technology upgrades allow tracking of 9-1-1 "hang up" calls. These callers are called back to verify if an emergency exists.

### Description of Program Resources:

- ◆ 31 resources are cross charged from Police - 28 Communicators and 3 Supervisors.
- ◆ The resources cross charged from Police represent 28 of 68 Communicators and 3 of 8 Supervisors. These positions are required to maintain the required number of 9-1-1 operator positions 24 hours a day.

	2018	2019
Communicators	21	28
Supervisors	5	3
	26	31

- ◆ 5 new Communicator positions and 2 Supervisor positions reclassified to Communicators in 2019.

### Performance Measurements:

- ◆ 9-1-1 Joint Powers of Agreement signed by each of the 8 Municipalities in the Region of Durham.
- ◆ Durham Region Public Safety Answering Point Standards - minimum of 6 call takers 24 / 7.
- ◆ National Emergency Number Association (NENA) Standard is to answer all 9-1-1 calls within ten (10) seconds, 90 per cent of the time.
- ◆ The Durham Region PSAP answers every 9-1-1 call within eight (8) seconds, 96 per cent of the time.

# PROGRAM 1 EMERGENCY 9-1-1 TELEPHONE SYSTEM

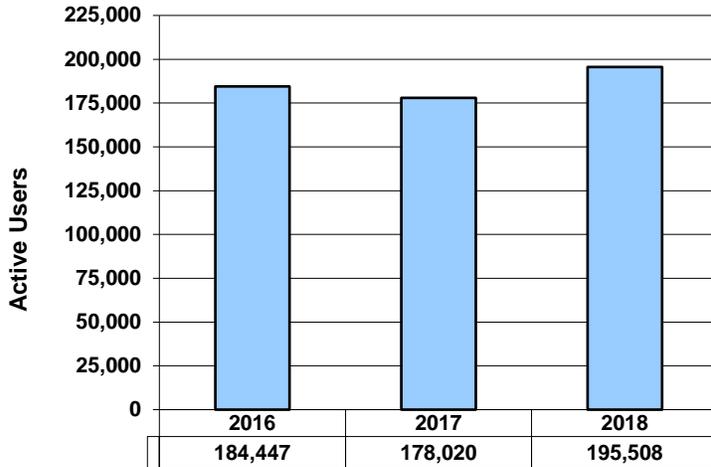


## 2019 Program Detail

## Emergency 9-1-1 Telephone System

### Performance Measurements (Continued):

#### EFFECTIVENESS

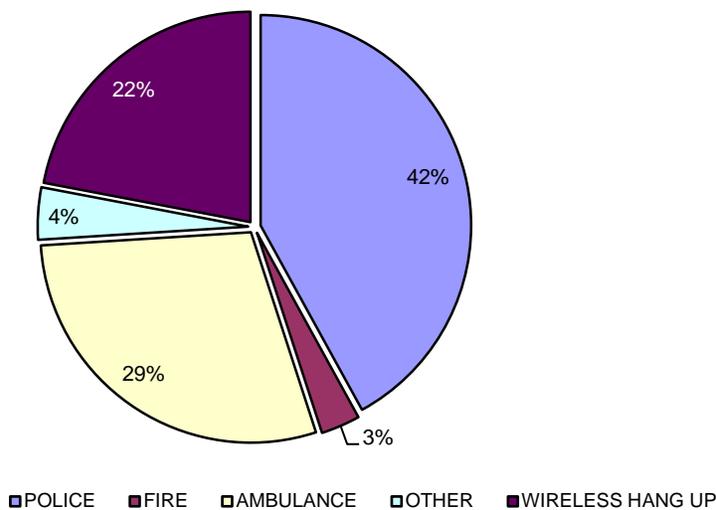


#### Year by Year 9-1-1 Call Comparison

*Technology in the 9-1-1 call service delivery industry continues to evolve towards true Next Generation 9-1-1. In 2015 Text with 9-1-1 service was made available in Durham Region. 2017 has seen further 9-1-1 system upgrades to enhance service delivery. A new telephony product in 2019 will assist with call handling and is expected to improve efficiency.*

Note: Includes wireless hang ups

#### EFFECTIVENESS



#### 2018 Estimated Distribution of 9-1-1 Calls by Emergency Response Agency

*The breakout of calls received by the 9-1-1 Centre and transferred to the appropriate Emergency Response Agency.*

*The "wireless hang up" figure represents 9-1-1 workload as every incoming call must be followed up to determine if a real emergency exists.*

**PROGRAM 1  
EMERGENCY 9-1-1 TELEPHONE SYSTEM**



**2019 Program Detail**

**Emergency 9-1-1  
Telephone System**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Related	7	17	17	-	17
Communications	20	23	23	-	23
Supplies	4	7	7	-	7
Computer Maintenance & Operations	20	52	52	-	52
Equipment Maintenance & Repairs	1	1	1	-	1
Professional Services	-	7	7	-	7
Contribution to Reserve & Reserve Funds	100	100	100	-	100
<b>Operating Expenses Subtotal</b>	<b>152</b>	<b>207</b>	<b>207</b>	<b>-</b>	<b>207</b>
<b>Transfers from Related Entities</b>					
Police Charge	3,047	3,047	3,249	294	3,543
<b>Transfers from Related Entities Subtotal</b>	<b>3,047</b>	<b>3,047</b>	<b>3,249</b>	<b>294</b>	<b>3,543</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	411	411
Contribution from Reserve / Reserve Fund	-	-	-	(411)	(411)
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>3,199</b>	<b>3,254</b>	<b>3,456</b>	<b>294</b>	<b>3,750</b>

PROGRAM 2  
TANGIBLE CAPITAL ASSETS - NEW



2019 Program Detail

Emergency 9-1-1  
Telephone System

Description	Qty	Unit Cost	Total
		\$	\$
1 Computer Telephony Integration System	1	410,790	<u>410,790</u>

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## PROGRAM SUMMARY



### 2019 Business Plan

### Non-Departmental

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>PERSONNEL RELATED:</b>					
1 Fire Coordination	4	4	4	-	4
2 CUPE 1764 President's Wages	135	135	138	-	138
3 Worker's Compensation Reserve Fund	200	200	200	-	200
4 Sick Leave Reserve	570	570	570	-	570
5 Reward and Recognition Program	20	30	30	-	30
6 Training and Development	223	248	248	-	248
7 Employee Assistance Plan	215	215	215	-	215
8 Staff and Leadership Development	103	102	102	-	102
9 Management/Exempt Salary Review	-	22	22	-	22
10 Applicant Tracking Software	56	48	48	-	48
11 Corporate Functions/Events	111	115	115	(5)	110
12 Health, Safety and Wellness	105	125	90	20	110
13 Return to Work Program	7	17	17	-	17
14 AMO OMERS Support Funding	27	27	27	-	27
15 Labour Negotiations	47	12	12	-	12
16 Employee Committee	26	25	25	-	25
<b>Total Personnel Related</b>	1,849	1,895	1,863	15	1,878
<b>COMMUNICATION &amp; SUPPLIES:</b>					
17 Regional Materials and Supplies	6	25	25	(25)	-
<b>Total Communication &amp; Supplies</b>	6	25	25	(25)	-

## PROGRAM SUMMARY



### 2019 Business Plan

### Non-Departmental

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>PURCHASE OF SPECIAL SERVICES:</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
18 Official Plan Review	460	460	460	37	497
19 Regional Asset Management Audits and Software	269	269	269	-	269
20 Business Continuity	257	257	257	-	257
21 Regional Chair's/CAO's Consulting Group Fees	7	8	8	-	8
22 Integrity Commissioner and Municipal Ombudsman	16	43	43	30	73
23 Toronto Global	206	206	206	-	206
24 Electronic DC Application Phase II	110	110	110	-	110
25 Victim Services Partnership Pilot	-	-	-	100	100
26 Pickering Airport Strategy	45	45	30	-	30
27 Affordable and Seniors' Housing Task Force	75	75	-	-	-
<b>Total Purchase of Special Services</b>	<b>1,445</b>	<b>1,473</b>	<b>1,383</b>	<b>167</b>	<b>1,550</b>

## PROGRAM SUMMARY



### 2019 Business Plan

### Non-Departmental

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>OTHER:</b>					
28 Working Capital Contingencies	1,805	1,805	1,805	-	1,805
29 Debt Issuance Expense	18	38	38	-	38
30 Insurance	110	110	114	-	114
31 Financial and Human Capital Management Systems	350	350	350	-	350
32 Enterprise Maintenance Management	990	990	990	-	990
33 Zylmage	2	73	73	-	73
34 Development Tracking System	400	400	-	900	900
35 Seaton Project Management	103	103	103	-	103
36 Employment Survey	116	116	116	2	118
37 Conference Board of Canada	-	9	9	-	9
38 Ontario Cannabis Legalization Implementation Fund	-	-	-	-	-
39 Broadband Strategy	-	-	-	153	153
40 Corporate Innovation	-	-	-	50	50
41 Corporate Diversity and Inclusion Strategy	-	-	-	118	118
42 Durham Region Strategic Plan	32	55	30	125	155
43 Municipal Elections/New Council	62	164	-	-	-
<b>Total Other</b>	3,988	4,213	3,628	1,348	4,976
<b>Total Program Expenses</b>	<b>7,288</b>	<b>7,606</b>	<b>6,899</b>	<b>1,505</b>	<b>8,404</b>

## PROGRAM SUMMARY

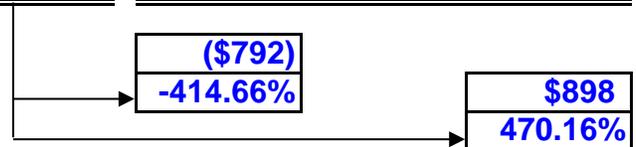


### 2019 Business Plan

### Non-Departmental

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
<b>Revenue/Recovery Programs</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
44 Water/Sewer Inter Dept. Recovery	(5,400)	(5,400)	(5,427)	-	(5,427)
45 Customer Service Data Recovery	(369)	(369)	(369)	185	(184)
46 OW Program Delivery: Dept. Services Recovery	(900)	(900)	(900)	-	(900)
47 Paramedic Services Program Delivery: Services Recovery	(746)	(746)	(804)	-	(804)
<b>Total Revenue Programs</b>	<b>(7,415)</b>	<b>(7,415)</b>	<b>(7,500)</b>	<b>185</b>	<b>(7,315)</b>
<b>Net Program Expenses</b>	<b>(127)</b>	<b>191</b>	<b>(601)</b>	<b>1,690</b>	<b>1,089</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Operating Expenses	7	Economic and inflationary increases
Durham Region Strategic Plan	(25)	Remove one-time item
Health, Safety and Wellness	(35)	Remove one-time item
Municipal Elections / New Council	(164)	Remove one-time item
Pickering Airport Strategy	(15)	Remove one-time item
Affordable and Seniors' Housing Task Force	(75)	Reallocated to Social Services
Development Tracking System	(400)	Remove one-time item
Water/Sewer Recovery	(27)	Inflationary increases
Paramedic Services Program Delivery	(58)	Inflationary increases
	<b>(792)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Non-Departmental

(\$,000's)

#### Staff and Leadership Development

- ◆ One-time funding for the acquisition and implementation (\$460k) and ongoing-licensing fees (\$52k) for electronic Performance Management Software (e-Performance). The cost of this project is being funded from capital reserves. -

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#### Corporate Functions/Events

- ◆ Decrease in Ceremonies costs due to changes to Long-Term Service and Retirement function. (5)

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(5)

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#### Health, Safety and Wellness

- ◆ One-time increase in Professional Services required to complete the third 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

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#### Regional Materials and Supplies

- ◆ Decrease in Promotional Items based on forecasted requirements. (25)

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(25)

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#### Official Plan Review

- ◆ Increase in Communications and Printing based on forecasted requirements. 40
- ◆ Increase in Professional Services based on forecasted requirements. 130
- ◆ Development Charge Funding - Growth Management Study. (180)
- ◆ Increase in Professional services for a Municipal Comprehensive Review fiscal impact study. 150
- ◆ Contribution from Development Charges for Municipal Comprehensive Review fiscal impact study. (103)

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#### Integrity Commissioner & Municipal Ombudsman

- ◆ Ongoing funding for Professional Services to support expenses incurred by the Integrity Commissioner to provide advice under the Municipal Conflict of Interest Act (MCIA) and for indemnification purposes. 30

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30

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## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Non-Departmental

(\$,000's)

#### Victim Services Partnership Pilot

♦ One-time funding to raise awareness and help address and prevent Human Trafficking in Durham through education, prevention and the coordination of support services.	100
	100

#### Development Tracking System

♦ Increase in Professional Services for the Region's development tracking system project.	900
	900

#### Employment Survey

♦ Increase based on prior year actuals and forecasted requirements.	2
	2

#### Ontario Cannabis Legalization Implementation Fund

♦ One-time funding to educate and inform the public of the changes brought in under the various Acts impacting the Legalization of Cannabis and the subsequent changes made to the Regional Smoking By-Law (\$548k). The cost of this initiative is being funded from provincial subsidy.	-
	-

#### Broadband Strategy

♦ Funding to implement the Regional Broadband Strategy.	100
♦ Temporary Coordinator (6 months) to work with Internet Service Providers in an effort to take advantage of federal funding opportunities and partnerships.	53
	153

#### Corporate Innovation

♦ Funding to participate in pilot projects, provide training, further education/attend conferences and support the use of innovation tools.	50
	50

#### Corporate Diversity and Inclusion Strategy

♦ Funding for the implementation of the Corporate Diversity and Inclusion Strategy including an audit of the talent acquisition processes.	118
	118

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Non-Departmental

(\$,000's)

#### Durham Region Strategic Plan

- ◆ Increase in Professional, Technical and Consulting to develop a new Durham Region Strategic Plan.

125

125

#### Customer Service Data Recovery

- ◆ Decrease in Recovery due to phase-out of old water billing system.

185

185

**Total Program Changes** 1,690

# PROGRAM 1 FIRE COORDINATION



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ In accordance with By-law 26-2009, this program provides for the honoraria for the Regional Fire Coordinator and Deputy Regional Fire Coordinator as elected by the Durham Region Fire Chief's Association. The annual honoraria is \$2,500 for the Regional Fire Coordinator and \$1,250 for the Deputy Fire Coordinator. Payment of the honoraria is processed quarterly.

### Description of Program Activities:

- ◆ Payment for Fire Coordination Services

**PROGRAM 2  
CUPE 1764 PRESIDENT'S WAGES**



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To provide pay and benefits for the President as per conditions agreed to in the Memorandum of Agreement with CUPE 1764.

**Description of Program Activities:**

- ◆ Payment for salary and benefits of CUPE 1764 President.

# PROGRAM 5 REWARD AND RECOGNITION PROGRAM



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ To encourage and value employees in providing service excellence, exhibiting exemplary competencies, and in improving the efficiency of Regional operations.
- ◆ To reward and recognize employees, individually or in teams, for their innovation, superior accomplishments, community service or other personal or collective efforts and their years of service with the organization.
- ◆ To demonstrate the high value the Region sets on excellent performance, exceptional achievements, constructive ideas and suggestions that directly contribute to the effectiveness of the Region.

### Description of Program Activities:

- ◆ Encourage and educate managers, supervisors and co-workers to effectively recognize actions of a person or a group for providing exceptional quality and outstanding effort.
- ◆ Provide the Commitment to Excel Awards of Excellence recognition program where managers, supervisors and co-workers formally recognize demonstration of exceptional quality and outstanding effort, which has resulted in a significant contribution in the calendar year, towards service excellence, innovation, leadership or community service.
- ◆ Provide an annual recognition program for staff who have been with the Region for 5, 10, 15 and 20 years (25+ years service are recognized separately through a special luncheon).
- ◆ A cross-departmental Corporate Commitment to Excel team coordinates the "Awards of Excellence" nomination and evaluation process, assists with the ongoing overall reward and recognition program development and assists with the coordination of the annual Service Awards.

### Performance Measurements:

- ◆ Impact on attraction/retention of staff
- ◆ Improvements in staff morale
- ◆ Positive customer feedback
- ◆ Number of improvement and cost sharing ideas suggested and implemented by staff
- ◆ Improvements in staff/management relations
- ◆ Public perception of effective and efficient service delivery



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To support a high performance learning organization through the development of employees in a continuous learning environment.
- ◆ To respond to identified corporate wide staff learning and development needs, especially related to competencies.
- ◆ To co-ordinate corporately-provided staff training and development with relevant departmental programs.
- ◆ To support learning and development goals and action plans related to performance management as well as the succession and career planning needs of the organization and staff, at all levels.
- ◆ To offer accessible and blended learning solutions, using multiple formats (e.g. classroom training, e-learning, self directed learning library, etc.) related to workforce competencies and leadership development.
- ◆ To provide computer user IT training related to corporate-wide IT software programs in order to ensure the most efficient use of the software and to keep pace with current and future technological advances and software upgrades/changes.

**Description of Program Activities:**

- ◆ Plan, co-ordinate, offer and communicate internal and external learning opportunities and programs.
- ◆ Continually analyze staff training and development needs through evaluations, focus groups, etc.
- ◆ Recommend and implement various methods of learning and development to meet those identified needs that cut across the organization.
- ◆ Provide information, advice and support to departments as requested on identified training/learning needs.
- ◆ Maintain a database of employee learning records including training and development needed and completed, application of learning on-the-job, cost of training, etc.
- ◆ Prepare and maintain guidelines related to corporate training and development policies and practices.

**Performance Measurements:**

- ◆ Impact on attraction/retention of staff
- ◆ Improvements in staff morale
- ◆ Evaluations of training sessions
- ◆ Assessments of application of learning to actual work situation (return on training investment)
- ◆ Training needs analysis

(all of the above relate to the degree to which Continuous Learning and Improvement is part of the corporate culture)

## PROGRAM 7 EMPLOYEE ASSISTANCE PLAN



### 2019 Program Detail

### Non-Departmental

#### Purpose:

- ◆ To provide a broad range of employee assistance-related counseling services to employees of the Region of Durham.

#### Description of Program Activities:

- ◆ Provide a vital benefit in the form of Employee Assistance Plan (EAP) counseling for the well being of Regional staff and their families.
- ◆ Support Healthy Workplace goals.
- ◆ Ensure staff and management are aware of available EAP programs and services.
- ◆ Co-ordinate efforts between HR and Social Services Family Services Durham EAP to ensure that counseling is appropriate and timely and to support the organization and individual employees with conflict resolution, mental health issues, family issues, career counseling, etc.
- ◆ Provide employees with referrals to appropriate community service agencies and practitioners.

#### Performance Measurements:

- ◆ EAP utilization
- ◆ Number of EAP cases successfully resolved or referred
- ◆ EAP satisfaction evaluations

# PROGRAM 8 STAFF AND LEADERSHIP DEVELOPMENT



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ To expand the Performance Management System to all Regional departments.
- ◆ To better align Performance Management, Career Management and Succession Planning, integrating them into the culture of the organization and into the expectations of management/leadership roles.
- ◆ To strengthen the alignment of individual performance and work goals with departmental and corporate goals, priorities and actions, especially those related to the Durham Region Strategic Plan.
- ◆ To support employees in identifying and achieving learning and development goals related to their current position.
- ◆ To provide services and support to employees in determining their career aspiration/potential and in self-assessing their skill/knowledge/competency strengths and gaps; this will enhance employee/manager performance management planning discussions, identifying and supporting employees with appropriate career/succession plans.
- ◆ To retain high performers by encouraging employees to actively participate in developing their career both short and long term, including supporting them to make career changes within the Region, when desired and appropriate.
- ◆ To ensure that potential successors to upcoming vacancies are selected and developed in a way that supports the organization's strategic plans, goals and competencies.
- ◆ To ensure existing and potential supervisors, managers and executives are developed in a way that supports the organization's strategic plans, goals, operating principles and values, and management/leadership competencies.
- ◆ To ensure continued organizational success and business continuity by having the right people developed for the right jobs at the right time.
- ◆ To proactively identify and plan for potential vacancies, particularly for critical and "skills shortage" positions.

### Description of Program Activities:

- ◆ Amend and modify the Performance Management program as needed for corporate and departmental requirements.
- ◆ Continue the roll-out of Performance Management for unionized staff.
- ◆ Support the organization and staff with the changes related to the implementation of Performance Management.
- ◆ Investigate and follow-up on the integration of Performance Management with Succession and Career Management.
- ◆ Investigate and implement ways the PeopleSoft HRIS system can support the management and tracking of Performance Management and Succession/Career Management.
- ◆ Provide skills and competency assessment tools and resources for career development.
- ◆ Provide customized career development information, resources and counseling services and referrals, coordinating with related services available through Family Services Durham EAP.
- ◆ Support employees with training and education costs related to career changes within the Region of Durham (ties in with Succession Management and Retention/Attraction of staff).

# PROGRAM 8 STAFF AND LEADERSHIP DEVELOPMENT



## 2019 Program Detail

## Non-Departmental

### Description of Program Activities (Continued):

- ◆ Continue to develop a proactive, long-term Succession Management model and process and continue to assist the departments to implement the model and process.
- ◆ Implement competency-based assessment and related development planning and learning programs for possible successors to potential critical vacancies.
- ◆ Offer formal executive/management and supervisor/management development programs related to the organization's strategic plans, goals, operating principles and values, and management/leadership competencies.

### Performance Measurements:

- ◆ Ongoing feedback and evaluations by participants
- ◆ Achievement of goals defined through Performance Management
- ◆ Improvements in staff morale/job satisfaction/attraction and retention
- ◆ Employee satisfaction with opportunities and support for promotion/job changes
- ◆ Exit interview results with staff departing through retirement or for other opportunities
- ◆ Staff retention rates, including those in critical positions
- ◆ Amount of "skills shortage" or "critical" vacancies successfully filled by internal candidates in a timely way for business continuity
- ◆ Capture of critical job knowledge and experience

# PROGRAM 9 MANAGEMENT/EXEMPT SALARY REVIEW



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ To review the Management and Exempt compensation package and comparability of salary rates to the marketplace.

### Description of Program Activities:

- ◆ Conduct a market survey for Management/Exempt compensation for comparison purposes.
- ◆ Determine required amendments and modifications to Management and Exempt salary rates as needed to maintain practices that keep salary grades at the 75th percentile level (as per Council By-law).

### Performance Measurements:

- ◆ Management/Exempt Salary grades are competitive and at the 75th percentile
- ◆ Measures taken to maintain the 75th percentile for competitiveness

# PROGRAM 10 APPLICANT TRACKING SOFTWARE



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ To attract qualified applicants to vacancies currently available.
- ◆ To provide information about typical jobs at the Region and the key skill requirements.
- ◆ To increase our presence on the web with respect to being a potential employer for passive job seekers.
- ◆ To provide the potential job seeker immediate acknowledgement that their resume has been received and will be kept on file, or confirmation that their application has been received for a specific job competition.

### Description of Program Activities:

- ◆ Purchase service from a web-based applicant tracking software provider to enable us to attract and recruit active and passive job seekers via the internet.
- ◆ To attract, receive and track all applications received via the internet for jobs currently open and for potential job openings in the future.
- ◆ To enable hiring managers to ask key questions to serve as a screening tool to help identify the qualified candidates more quickly.

### Performance Measurements:

- ◆ Increase the number of qualified applications in the job data bank
- ◆ Increase the number of passive job seekers
- ◆ Reduce the need for costly advertising in the print media
- ◆ Gather feedback from prospective candidates about the on-line recruiting service

## PROGRAM 11 CORPORATE FUNCTIONS/EVENTS



### 2019 Program Detail

### Non-Departmental

#### Purpose:

- ◆ To recognize employees for their contribution to the Corporation at a time of retirement to express appreciation and acknowledge their value and contribution to the Corporation.
- ◆ To reward and recognize individual employees for their years of service with the organization (milestones of 5, 10, 15, 20, 25, 30, 35, 40 and higher years of service).
- ◆ Annual staff appreciation BBQ to acknowledge and show appreciation.

#### Description of Program Activities:

- ◆ Honouring employees who have retired at a special luncheon.
- ◆ Provide an annual recognition program for employees who have been with the Region for 5, 10, 15, 20, 25, 30, 35, 40 and higher years. Each employee is provided a gift. In 2019 this component of the program is being reviewed for effectiveness as an appropriate method of recognition.
- ◆ Staff appreciation BBQ held in the summer for all Regional employees.



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continuously provide and improve occupational health, safety and wellness services and programs in order to meet or exceed all applicable Occupational Health and Safety and related legislation.
- ◆ To integrate safe and healthy workplace practices into all aspects of work and employee's lives.
- ◆ To promote the understanding among all employees of their personal responsibility to work in a healthy and safe manner.
- ◆ To promote the understanding among all supervisory staff, at all levels, of their personal responsibility to ensure work is done in a healthy and safe manner.
- ◆ To support Joint Health and Safety Committees and recognize their important role in creating a healthy and safe workplace.

**Description of Program Activities:**

- ◆ In conjunction with a cross-departmental advisory committee, continue to plan for and implement various initiatives that will support healthy workplace and lifestyle goals for the organization and its employees and that uses a holistic approach to health, safety and wellness and, at the same time, promotes and encourages regular attendance at work.
- ◆ Develop corporate health and safety policies and procedures that reflect current legislative and compliance requirements.
- ◆ Educate and train employees to perform their work safely.
- ◆ Act as a resource to all employees in the interpretation of the Occupational Health and Safety legislative requirements and best practices.
- ◆ Participate in Occupational Health and Safety Act (OHSA) investigations involving critical incidents or when requested by the affected department.
- ◆ Assist departments with safety compliance audits and resulting action plans.
- ◆ Provide Occupational Health Nurse (OHN) services related to employee health screenings, flu clinics, respirator mask fit testing, attendance related accommodations, etc.

**Performance Measurements:**

- ◆ Number of Ministry of Labour OHSA related complaints, orders and charges
- ◆ Number of health and safety incidents
- ◆ Success of attendance related medical accommodations
- ◆ Impact of programs on disability-related costs
- ◆ Health and Safety compliance audit results

# PROGRAM 13 RETURN TO WORK PROGRAM



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ Maintain current programs and assist with the further development of comprehensive return to work and accommodation programs for employees with occupational and non-occupational illnesses or injuries, including providing programs, services and support to employees and the organization in the areas of short or long term disability, WSIB and other medical accommodations.

### Description of Program Activities:

- ◆ Support the completion of skills/abilities assessments and independent medical examinations for employees absent due to medical reasons to return to work.
- ◆ Assist departments, where needed, to provide return to work employees with special equipment and skills training required to accommodate them at work.
- ◆ Provide related advice, education and learning materials to those involved in returns to work.

### Performance Measurements:

- ◆ Decrease in absenteeism, faster and more successful return to work for employees, increased productivity.

# PROGRAM 14 AMO OMERS SUPPORT FUNDING



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ With the proclamation on June 30, 2006 of Bill 206, (the new OMERS Act), AMO has a significant responsibility to represent municipalities and appoint municipal employer representatives to each of the OMERS Sponsors Corporation and Administration Corporation.
- ◆ AMO will bring strong and persuasive representation and support to the municipal employer representatives against potential impacts.

### Description of Program Activities:

- ◆ Funds will be administered as a separate and distinct business activity exclusively for OMERS related activities.
- ◆ AMO will fully and frequently report on this fund to municipal employer participants.



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To conduct a municipal comprehensive review of the Regional Official Plan in accordance with the Provincial Policy Statement and updated Provincial Plans (Greenbelt, Oak Ridges Moraine and Growth Plan).

**Description of Program Activities:**

- ◆ Toronto and Region Conservation Authority (TRCA) to continue work related to the update of the Carruthers Creek Watershed Plan.
- ◆ Engage with other Conservation Authorities to ensure updates to Watershed Plans are initiated.
- ◆ Engage the necessary consultants to initiate a growth management study, including intensification and greenfield analyses, employment strategy and a land needs assessment as components of the Official Plan Review. This will include the extension of the population and employment forecasts to 2041.
- ◆ Engage the necessary consultant to undertake financial impact analyses work as required as part of the Official Plan Review
- ◆ Initiate enhanced consultation program for the municipal comprehensive review to engage public, stakeholders and agencies.
- ◆ There will be a combination of consultant and staff work to support this program over the next few years.

# PROGRAM 19 REGIONAL ASSET MANAGEMENT AUDITS AND SOFTWARE



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ To continue with detailed technical audits of Regionally owned facilities selected by the Works and Finance Departments, in accordance with the 2018 Asset Management Update Report.

### Description of Program Activities:

- ◆ To complete a detailed condition evaluation of assets and develop a comprehensive asset inventory database.
- ◆ To update the current replacement cost of the assets.
- ◆ To develop and document condition assessment of the assets and establish minor and major maintenance, rehabilitation and replacement requirements of the assets.
- ◆ To develop a reinvestment profile for the assets to forecast annual expenditures.
- ◆ To explore potential software to integrate asset condition and related information for Regional facilities.



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To develop and implement a comprehensive Business Continuity Plan.
- ◆ To promote awareness and training programs for all staff.

**Description of Program Activities:**

- ◆ To work with a business continuity consultant to conduct a comprehensive threat/vulnerability assessment.
- ◆ Continue to prepare an integrated approach based on risk assessment and prioritization of critical function.
- ◆ Continue to provide a framework to develop and implement Business Continuity Management remediation.
- ◆ Carry out effective training and awareness to all Regional staff and identify capital and procedural requirements.

# PROGRAM 22 INTEGRITY COMMISSIONER AND MUNICIPAL OMBUDSMAN



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ To support the accountability and transparency portfolio which includes the Region's Integrity Commissioner and Ombudsman.
- ◆ To meet legislated requirements in accordance with the Municipal Act, to have an Integrity Commissioner to provide for the functions as outlined in the Act.
- ◆ To provide for an Ombudsman in accordance with the Municipal Act.

### Description of Program Activities:

- ◆ The Region's Integrity Commissioner is responsible for: the application of the Code of Conduct and any procedures, rules and policies governing the ethical behaviour of members of Council and local boards; the application of various sections of the Municipal Conflict of Interest Act; the provision of advice and educational information to members of Council and local boards.
- ◆ The Region's Ombudsman is responsible for investigating in an independent manner any decision or recommendation made or act done or omitted in the course of the administration of the Region and its local boards.

### Performance Measurements:

- ◆ The Region's Integrity Commissioner submits an annual report to Council, and individual reports should an investigation be required.
- ◆ The Region's Ombudsman submits an annual report to Council, and individual reports should an investigation be required.
- ◆ Both the Integrity Commissioner and the Ombudsman advise the Clerk when a request has been received for an investigation and the status of any ongoing investigations.



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ Toronto Global is a partnership between business and government, working together to raise the international profile of the Greater Toronto Area and attract business investment to the Region.

**Goal:**

- ◆ The goal of Toronto Global's international marketing activities is to raise the profile of the Greater Toronto Area in the international marketplace as well as to generate investment and create jobs for all of the GTA.

**Description of Program Activities:**

- ◆ A variety of marketing tactics are being employed to attract investment, including business missions, trade shows and participation in other networking venues.
- ◆ Toronto Global will also continue to widely market the Region to Canadian and foreign consulates and embassies, senior government agencies, industry associations, realtors and international site location consulting firms.
- ◆ Economic Development staff work closely with Toronto Global to ensure Durham Region is fairly represented in the marketing efforts of Toronto Global.

# PROGRAM 24 ELECTRONIC DC APPLICATION - PHASE II



**2019 Program Detail**

**Non-Departmental**

## **Purpose:**

- ◆ This e-business solution provides an alternative to processing paper-based Regional development charges forms, allowing users to complete and submit forms online. Regional and Local Municipal staff have the ability to search the status of any form, or a series of forms, and report statistics based on individual queries, while realizing increased time and cost savings for tracking and processing.
- ◆ This project automated the manual process allowing the development industry, Local Municipalities and the Region to streamline the current application process. Further phases, in conjunction with Local Municipalities, to enhance usage by Local Municipalities and the Region are required to automate and streamline additional processes.

## **Description of Program Activities:**

- ◆ Update to reflect indexing and other changes in Regional Development Charges By-law(s).
- ◆ Enhance system performance and reporting.
- ◆ Ensure the stability, reliability and availability of the Electronic Development Charges application and infrastructure.

# PROGRAM 25 VICTIM SERVICES PARTNERSHIP PILOT



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ **Human Trafficking Regional Coordinator** - coordination of regional awareness campaign, coordination of the Durham Human Trafficking Coalition, coordinate with college/university to document and evaluate Durham response model, coordinate service delivery for the purpose of improving the resources, and services accessible to victims.
- ◆ **Human Trafficking Prevention Facilitator** - Increase scope of prevention of human trafficking in Durham through facilitation of workshops in high school to students, educators, school administrations and other service providers.
- ◆ **Overall purpose of pilot program is to increase service delivery and prevention within the Durham Region and ensure the efforts to intervene are coordinated.**

### Description of Program Activities:

- ◆ **Human Trafficking Regional Coordinator** - Coordinate the response of human trafficking stakeholders in Durham Region. Build a relationship with academic researchers to document Durham response model to human trafficking (victim services, DRPS and the Region of Durham). Build an awareness campaign that will educate Durham residents about human trafficking to debunk myths and misconceptions and support residents in identifying human trafficking so that it can be reported.
- ◆ **Human Trafficking Prevention Facilitator** - Conduct human trafficking prevention workshops to grade 9 students within the 30 high schools in Durham Region. Presentations will be conducted in classrooms, instead of assembly style in order to better engage young people. The facilitator will also provide presentations to educators and school administrators. Additionally, the prevention facilitator will conduct outreach to organizations which serve youth in Durham and provide training on how to specifically support this population and intervene appropriately.

### Performance Measurements:

- ◆ **Human Trafficking Regional Coordinator** - Increase of referrals to our human trafficking crisis intervention counsellor at Victim Services (based on the community understanding human trafficking and know where to refer). Survey to measure communities increase in understanding of the issue, report documenting response model to demonstrated coordination.
- ◆ **Human Trafficking Prevention Facilitator** - Pre and post measurements indicate youth knowledge of human trafficking increase following Victim Services of Durham Region' prevention workshop - Workshops complete with 30 high schools in Durham Region in 2019-2020 reaching all grade 9 students within those Boards. Pre and post measurement of service providers trainings to document increase in understanding and concrete tools to intervene.



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continue to advocate for the development of the Pickering airport lands.
- ◆ To deliver on the goals of the Strategic Plan to propel the business and investment climate forward in Durham Region to enable more local employment.
- ◆ To support the objectives of the Regional Economic Development Strategy and Action Plan to enhance partnerships, promote Regional competitiveness, support innovation and attract new investment.
- ◆ To support the Region's current and future transportation infrastructure through targeted research, analysis, education and outreach.
- ◆ To raise awareness and generate support based on a compelling narrative and economic analysis that supports an airport and related aviation and aerospace employment cluster in Pickering within the context of a regional airport system.

**Description of Program Activities:**

- ◆ Develop and execute a communications, stakeholder engagement and government relations strategy to gauge public opinion and provide information to residents and senior decision makers.
- ◆ Support complementary research and engagement activities underway in area municipalities including Pickering and Oshawa.

**Performance Measurements:**

- ◆ Communications and stakeholder engagement plan in place to provide information and promote an informed dialogue.
- ◆ Government relations plan developed to engage federal government officials with sound research and data.

# PROGRAM 31 FINANCIAL AND HUMAN CAPITAL MANAGEMENT SYSTEMS



## 2019 Program Detail

## Non- Departmental

### Purpose:

- ◆ On-going application licenses, maintenance fees, upgrade and maintenance costs for the Financial and Human Capital Management Systems. These systems include the Financial transaction and reporting modules, Budgeting, Human Capital Management modules, Workforce Scheduling, Enterprise Learning modules, Enterprise Portal, Insurance, and the other web-based components, as well as applications/components to ensure successful delivery of Financial based services.
- ◆ Expenditures primarily include the initial software application acquisition license fees, equipment purchases, and provision for the consulting expertise required to implement various system components, including technical expertise required for the modules to function properly within the technical infrastructure of the Regional Departments, Durham Region Transit, and the Police Services operations, as well as tangible capital asset acquisition and replacement requirements.

### Description of Program Activities:

- ◆ Upgrade activities to maintain the **Financial and Human Capital Management Systems on supported software versions** in order to complement further modules and features. Maintain the operational software at the version of the software supported by the vendor. Modules in production for Corporate, Police and Transit Services are:
  - ◆ **General Ledger / Reporting**
  - ◆ **Purchasing**
  - ◆ **Accounts Payable**
  - ◆ **Billing and Receivables**
  - ◆ **Inventory**
  - ◆ **Budgeting**
  - ◆ **Asset Management**
  - ◆ **Project Costing**
  - ◆ **Document Imaging**
  - ◆ **Human Resources**
  - ◆ **Payroll**
  - ◆ **Base Benefits**
  - ◆ **Time and Labour**
  - ◆ **Position Management**
  - ◆ **Learning Management**
  - ◆ **Recruiting Management**
  - ◆ **Resume/Candidate Gateway**
  - ◆ **Employee Portal**
- ◆ Critical compliance and regulatory updates, including the development, implementation, testing and security for payroll tax updates, collective bargaining, and employment standards. Daily verification and support of critical over-night processes and batch system processes.
- ◆ Continue the promotion of the E-Applications of E-Pay, E-Profile and E-T4 to facilitate self service, and reduction of printing costs.
- ◆ Continue implementation planning and resourcing for rollout of Human Capital Management system modules as well as modules where the functionality and processes are streamlined, automated, and heavily integrated such as Workforce Scheduling and Performance Management.
- ◆ Investigate future license purchases and additional applications that may benefit Regional operations - **Supply Chain Relationship, Business Planning and Budgeting, Cost Fulfillment Management and Supply Management, Treasury Management, Product Data Interface, and forecasting, reporting, analytics and data warehousing**. As determined, acquire and implement appropriate applications that meet and will benefit Regional operations with critical integrations into Finance systems.
- ◆ Planning for the implementation of on-line submission of expense claims, through the Expense Management module.

**PROGRAM 31**  
**FINANCIAL AND HUMAN CAPITAL MANAGEMENT SYSTEMS**



**2019 Program Detail**

**Non- Departmental**

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

- ♦ Enhanced use of procurement cards, via P-Card facility and on-line sourcing using e-procurement.
- ♦ Annual Software License and Maintenance fees for Finance applications are required to permit the on-going upgrade and implementation of modules, with the assistance and support of the vendor, as well as providing access to various customer user groups for knowledge sharing opportunities.
- ♦ Key activities for 2019 financial modules include planning and development of additional Inventory module functionality, including assistance of third party specialists, and integration of existing modules with the Enterprise Maintenance Management System currently under development.
- ♦ Key 2019 activities for Human Capital Modules include deployment of the Workforce scheduling application and acquisition and planning for implementation of the Performance Management modules.

# PROGRAM 32 ENTERPRISE MAINTENANCE MANAGEMENT



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ Implementation of IBM Maximo, an integrated maintenance management application to support leading practices related to the maintenance management processes for Regional assets across the Region's business lines.
- ◆ Implement additional functionality to maximize asset management and lifecycle analysis, including enterprise asset maintenance management (IBM Maximo with mobility).
- ◆ The implementation of the Enterprise Maintenance Management System (EMMS) is planned for 2020.
- ◆ The Tangible Capital Asset modules of the PeopleSoft financial system will need to work in conjunction with EMMS and further work is required to reduce and/or eliminate the manual work, provide effective and efficient tracking, reporting and analysis on the Region's tangible capital assets.

### Description of Program Activities:

- ◆ With consulting assistance, the following activities and costs related to EMMS are included:
  - \* Design hierarchies for assets to integrate IBM Maximo with asset management modules already in service.
  - \* Project management and implementation services, including data migration, testing and training for the implementation of an integrated EMMS with mobility components for field staff.
  - \* Annual software licences and maintenance fees and supporting infrastructure for implementation of IBM Maximo with mobility in the IBM soft layer cloud.
  - \* Identify and acquire mobile devices for field service operators to pilot in 2019, for further development in 2020.
  - \* Provide support for IBM Maximo training activities including for 800+ users for training attendance, training materials and locations.
  - \* Backfill funding for staffing seconded for the transition to IBM Maximo and to provide support to impacted areas for first year organizational impacts as a result of the implementation of IBM Maximo.
- ◆ With consulting assistance, enhance the performance and reporting capacity of the existing PeopleSoft Asset Management and Project Costing modules.



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ Zylmage is a repository for Council and Committee Minutes, Commissioners' Reports and By-laws and Durham Region Transit Committee Minutes and Commissioners' Reports. It has full text search retrieval capabilities. This repository is available on the Insider for staff to access.

**Description of Program Activities:**

- ◆ The Corporate Services - Legislative Services Division utilizes the Zylmage software system to upload and store Minutes, Commissioners' Reports and By-laws to one central historical repository that is accessible for Regional staff.

# PROGRAM 34 DEVELOPMENT TRACKING SYSTEM



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ To replace the Region's development tracking software. The Planning and Economic Development Department and Works Department currently use the Land Development Office (LDO) software to track development applications. The LDO software is at end-of-life and needs to be replaced. Additionally, the vendor will no longer support the LDO application after 2019.
- ◆ The implementation of a new development tracking software will ensure the continuity of tracking development activity in the Region. Additional benefits to be realized by implementing a new system include: On-line capabilities will allow applicants to submit planning applications electronically and the public will have self-serve access to information about planning applications; Improve efficiency in processing applications, thereby improving targets; and, increased transparency of planning applications.

### Description of Program Activities:

- ◆ Over the course of the next two years, this program will include the following activities:
  - Procure and implement a new development tracking system
  - Migrate all existing development tracking data to the new system
  - Training for staff on the use and support of the system
  - Procurement of servers (physical servers or cloud-based)



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To conduct the annual Region of Durham Employment Survey.

**Description of Program Activities:**

- ◆ Accurate, current and timely employment data is critical to the effective and efficient delivery of municipal services and a key requirement in building and maintaining a reliable business directory, responding to Provincial initiatives such as implementing the Growth Plan for the Greater Golden Horseshoe, and the monitoring of the Region's economic health and performance.
- ◆ The survey is an annual exercise to survey each employer in the Region of Durham, conducted by summer students.
- ◆ The survey includes questions such as the number of employees, building square footage, if they import and/or export goods, etc.
- ◆ The data collected has a spatial component to ensure seamless integration into the Region's GIS data warehouse.

**PROGRAM 37  
CONFERENCE BOARD OF CANADA**



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ Membership in the not-for-profit Conference Board of Canada.

**Description of Program Activities:**

- ◆ The Conference Board of Canada is "an expert in running conferences but also at conducting, publishing and disseminating research, helping people network, developing individual leadership skills and building organizational capacity".
- ◆ The Conference Board of Canada are "specialists in economic trends, as well as, organizational performance and public policy issues".

**PROGRAM 38**

**ONTARIO CANNABIS LEGALIZATION IMPLEMENTATION FUND**



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To educate and inform the public of the changes brought in under the various Acts impacting the Legalization of Cannabis and the subsequent changes made to the Regional Smoking By-Law.
- ◆ To support the enforcement of the new law and by-law.
- ◆ To increase public awareness of the harms associated with cannabis and mitigate negative impacts.

**Description of Program Activities:**

- ◆ Conduct a Region-wide education / information campaign. This will target both impacted front-line staff across departments as well as the public and may include production of educational materials, hosting public information sessions, direct involvement at schools, implementation of prevention strategies etc.
- ◆ Policing and enforcement activities.
- ◆ Monitoring of costs for provincial reporting.

**Performance Measurements:**

- ◆ Compliance with new by-law and law.
- ◆ Number of calls to Emergency Services (DRPS & RDPS) directly related to cannabis use.



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To create a temporary position, Broadband Coordinator, and to establish seed funding to implement the Regional Broadband Strategy that was approved by Council on February 27, 2019.
- ◆ This position will work with Internet Service Providers in an effort to take advantage of federal funding opportunities and partnerships.
- ◆ To potentially provide Regional financial support for eligible Internet Service Providers that meet minimum Regional criteria as part of a federal funding application under the Canadian Radio-Television Commission Broadband Fund (CRTC). Funding requests and contributions for Regional support are considered on a case-by-case basis, subject to Council approval and the release of program details from the CRTC.

**Description of Program Activities:**

- ◆ The Broadband Strategy that was approved by Regional Council on February 27, 2019 recommended that a Broadband Coordinator be hired on a temporary basis to implement the Strategy, and that the Region support Internet Service Providers that apply for federal funding.
- ◆ The Broadband Coordinator will create an Action Team and take steps to advance the Actions set out in the Broadband Strategy including providing support to Internet Service Providers to obtain funding to improve broadband internet coverage in the underserved areas of the Region.

**Performance Measurements:**

- ◆ Number of partnerships with Internet Service Providers on federal funding applications. Monitoring the success of those applications in terms of improving the broadband internet coverage across the underserved areas of the Region.
- ◆ Progress on the specific Actions contained in the Broadband Strategy.



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To build and foster capacity for innovation among Regional staff and partners in support of organizational resilience, service effectiveness and adaptability in an environment of accelerating change.

**Description of Program Activities:**

- ◆ Provide continuous learning, training and practice opportunities related to innovation.
- ◆ Raise awareness of and recognize innovation in the Region through communications and events.
- ◆ Develop and test a corporate process for supporting innovations at a small scale, refining and scaling up where indicated by successful testing.
- ◆ Equip staff with innovation tools and encourage staff to integrate these in their ongoing work.
- ◆ Offer cross-departmental facilitation support for use of the innovation tools.
- ◆ Build partnerships and collaboration with other innovation agencies and communities.

**Performance Measurements:**

- ◆ Number of staff who received training (2018 – 28).
- ◆ Corporate initiatives on which innovation tools have been used to produce superior results (e.g. airport strategy, broadband, smart cities event, innovation showcase, social services initiatives).

# PROGRAM 41 CORPORATE DIVERSITY AND INCLUSION STRATEGY



## 2019 Program Detail

## Non-Departmental

### Purpose:

- ◆ Promote and manage a Diversity & Inclusion program that aligns with our Corporate Strategic Plan, Healthy Workplace Policy and supports and promotes the attraction and retention of a diverse workforce.

### Description of Program Activities:

- ◆ Provide education and resources to staff to improve and promote understanding of diversity and enhance staff commitment to inclusion.
- ◆ Align Diversity and Inclusion with the Region's Civility and Respect campaign to promote awareness, civility and respect in the workplace.
- ◆ Retain and oversee an audit of the Region's Talent Acquisition and Organization Development recruitment process to identify any barriers to establish a more diverse workforce.
- ◆ Strengthen the Region's awareness and commitment to accommodating Diversity and Inclusion initiatives to support and promote a more diverse workforce that allows for advancement, education and promotion with the Region's workforce.
- ◆ Develop and promote Inclusion as a core competency within the Region's performance management tool.
- ◆ Reward and recognize staff initiatives and accomplishment that promote Diversity and Inclusion by introducing and promoting Diversity and Inclusion as a leadership category in the Region's Award of Excellence Program.
- ◆ Manage, provide, promote and continuously improve Regional awareness through meetings, presentations and discussions which promote staff awareness of transparent access and availability of information.

### Performance Measurements:

- ◆ Track and report the number of complaints pursuant to the Harassment and Discrimination Policy and identify any barriers or systemic issues with education and corrective action.
- ◆ Conduct a workplace survey on diversity in three years to measure out successes and areas of improvement within the workplace relying on the initial survey as a baseline.
- ◆ Measure usage/participation/feedback from learning resources.



**2019 Program Detail**

**Non-Departmental**

**Purpose:**

- ◆ To continually define, act on and evaluate the organization's strategic priorities and actions for each year and for the long term to ensure that they are aligned with the Strategic Plan.
- ◆ To provide a comprehensive and common strategy guiding the day-to-day management and leadership of the organization towards achieving the vision of the Strategic Plan.
- ◆ To foster the involvement and participation of staff at all levels in strategic planning to support change and unlock ideas for improvement.
- ◆ To continue developing the alignment of corporate strategic planning processes with the budget setting and forecast processes, departmental business planning, and program/service performance measurement.

**Description of Program Activities:**

- ◆ Undertake public, employee and stakeholder engagement on the development of the new Strategic Plan.
- ◆ Continue to operationalize the identified actions within the framework of the Strategic Plan, corporate priorities and budget.
- ◆ Continue to develop appropriate measures and indicators to evaluate future results.
- ◆ Orient new employees on the Strategic Plan and the vision, mission, operating principles and values of the Corporation.
- ◆ Develop a public and internal monitoring and reporting tool for the Strategic Plan and related goals.

**Performance Measurements:**

- ◆ Implementation plan and actions in place.
- ◆ Measures developed to evaluate future progress.
- ◆ Communication plan in place to promote awareness among staff and the public regarding the Strategic Plan, its progress, and priorities.
- ◆ Staff and public surveys, focus groups and online engagement on the Strategic Plan and the Region as a service provider.

<p><b>TABLE OF CONTENTS</b></p> <p><b>2019 BUSINESS PLANS &amp; BUDGETS</b></p> <p><b>FINANCE</b></p>
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## 2019 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, including defense of the By-laws that have been appealed.
- ◆ Lead participation in performance measurement, including the Municipal Benchmarking Network Canada (MBNCanada).
- ◆ Provide financial and economic advice, business case analyses and policy support to Regional Council and departments.
- ◆ 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 implementation.



**2019 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 mail, courier, disposal of assets and print services in support of the Regional corporation.

**Internal Audit, Compliance and Controls**

- ◆ Strengthen and develop sound 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 in accordance with Canadian Public Sector Accounting Standards and report 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 Business Processes and Solutions**

- ◆ Provide management information services and ensure Financial applications meet user requirements of the Regional Corporation, Police Services Board and Durham Region Transit Commission.
- ◆ Research, plan and implement innovative financial business processes and solutions that enhance the delivery of financial functions for the Region.



**2019 Business Plan**

**Finance**

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

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

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

**Strategic Goal B.5 - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.**

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

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

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

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

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

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

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



## 2019 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

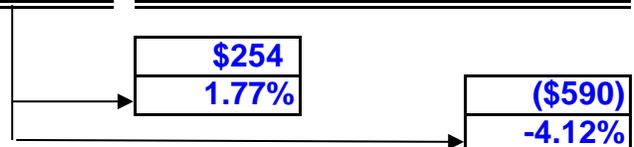


### 2019 Business Plan

### Finance

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Business Planning, Budgets and Risk Management	1,160	1,506	1,544	4	1,548
2 Financial Planning and Purchasing and Supply and Services	3,257	3,708	3,757	(95)	3,662
3 Financial Housing Services*	978	1,003	1,013	8	1,021
4 Administration	423	357	463	(8)	455
5 Internal Audit, Compliance and Controls	77	151	158	-	158
6 Financial Services	3,981	3,920	4,019	31	4,050
7 POA - Default Fine Collections*	(43)	(33)	(30)	-	(30)
8 Financial Business Processes and Solutions	2,745	2,809	2,794	(667)	2,127
9 COMRA/PARA	85	85	100	-	100
10 Headquarters Shared Cost	547	547	494	65	559
<b>Operating Subtotal</b>	<b>13,210</b>	<b>14,053</b>	<b>14,312</b>	<b>(662)</b>	<b>13,650</b>
<b>Tangible Capital Assets:</b>					
11 New	12	12	-	53	53
12 Replacement	258	258	265	(185)	80
Reserve Contribution	-	-	-	(50)	(50)
<b>Tangible Capital Asset Subtotal</b>	<b>270</b>	<b>270</b>	<b>265</b>	<b>(182)</b>	<b>83</b>
<b>Net Program Expenses</b>	<b>13,480</b>	<b>14,323</b>	<b>14,577</b>	<b>(844)</b>	<b>13,733</b>

### Summary of Increase (Decrease)



\* Tangible Capital Assets Included on Program Detail Page

**PROGRAM SUMMARY**



**2019 Business Plan**

**Finance**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	454	Economic increases
Salaries & Benefits	58	Annualization - 1 position
Operating Expenses	33	Inflationary increases
Increase in Recoveries	(161)	Economic increases
Increase in Recovery	(72)	DMIP Contribution
Operating Expenses	(53)	Headquarters shared cost
Tangible Capital Assets - New	(12)	Remove one-time items
Tangible Capital Assets - Replacement	7	Increased requirement
	<u>254</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Finance

(\$,000's)

#### Business Planning, Budgets and Risk Management

◆ Position Transfer: One Senior Financial Analyst 2 from Administration to Budgets.	123
◆ Increase in Car Allowance based on historical actuals and planned expenditures.	4
◆ Increase in Inter-Departmental Recoveries related to Position Transfer above.	(123)
	4

#### Financial Planning and Purchasing and Supply and Services

◆ Decrease in Equipment Maintenance and Repairs (-\$70k), Office Materials and Supplies (-\$5k) and Hardware-Software Maintenance (-\$5k) based on 2018 actuals.	(80)
◆ Decrease in Inter-Departmental Recoveries related to expense reductions above.	80
◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.	(95)
	(95)

#### Financial Housing Services

◆ Decrease in Telephones based on historical actuals.	(2)
◆ Financial Housing Services' share of costs related to the operation and maintenance of Regional Headquarters.	10
	8

#### Administration

◆ Position Transfer: One Senior Financial Analyst 2 from Administration to Budgets.	(123)
◆ Decrease in Inter-Departmental Recoveries related to Position Transfer above.	123
◆ One-time professional and technical expertise for various finance initiatives.	100
◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.	(8)
◆ Increase in interest earned based on historical actuals and forecasted revenue.	(100)
	(8)

#### Financial Services

◆ Position Upgrade: Accounting Supervisor to Accounting Manager.	31
	31

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Finance

(\$,000's)

#### Financial Business Processes and Solutions

<ul style="list-style-type: none"> <li>◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.</li> </ul>	<p>(667)</p> <hr style="border: 0.5px solid black;"/> <p>(667)</p>
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#### Headquarters Shared Cost

<ul style="list-style-type: none"> <li>◆ Finance's share of costs related to the operation and maintenance of Regional Headquarters.</li> </ul>	<p>65</p> <hr style="border: 0.5px solid black;"/> <p>65</p>
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#### Tangible Capital Assets

##### New (See Schedule for further details):

<ul style="list-style-type: none"> <li>◆ Workstation</li> <li>◆ Workspace Modifications</li> <li>◆ Capital Reserve Contribution for Workspace Modifications above</li> </ul>	<p>3</p> <p>50</p> <p>(50)</p> <hr style="border: 0.5px solid black;"/> <p>3</p>
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##### Replacement:

<ul style="list-style-type: none"> <li>◆ Items moved to Corporate Services – Information Technology as part of realignment.</li> </ul>	<p>(185)</p> <hr style="border: 0.5px solid black;"/> <p>(182)</p>
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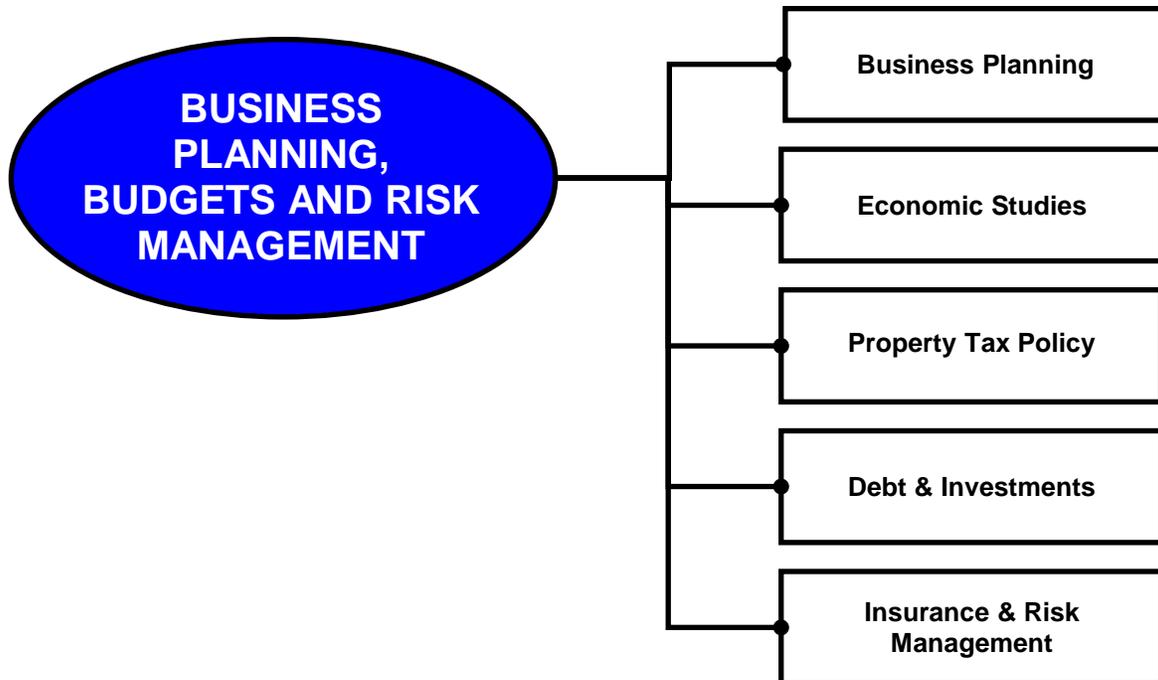
<b>Total Program Changes</b>	<hr style="border: 0.5px solid black;"/> <p><b>(844)</b></p>
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# PROGRAM 1 BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



## 2019 Program Detail

## Finance



### Purpose:

- ◆ To advise the Treasurer, Finance and Administration Committee, Regional Council, Senior Management, and other departments, through the provision of sound fiscal and economic policies, analyses, business case support, reports and briefings.
- ◆ To represent Durham financial interests vis-à-vis Provincial Ministries and Agencies, other Regions, and external entities.
- ◆ To coordinate with local area treasurers on joint initiatives, tax policy, tax billing and other issues.
- ◆ To link strategic objectives and corporate goals and performance measures to Budgets, Business Plans, resource allocations and financing.
- ◆ To safeguard the Region's assets through the development, coordination and implementation of effective risk management strategies and programs.

### Description of Program Activities:

- ◆ Continue to implement proposed enhancements to the Business Planning and Budget process to integrate multi-year budget planning, long term financial planning, the corporate strategic plan, corporate climate mitigation and adaptation strategies, asset management, risk management, carbon data, forecasts, protocols, and financial controls.
- ◆ Coordinate completion of the Business Plans and Budgets and related reports for submission to the Chief Administrative Officer, other Department Heads, Standing Committees and Regional Council, including budget and property tax recommendations.
- ◆ Maintain adherence to the "pay-as-you-go" financing of capital projects wherever possible and maintain prudent debt management policy.
- ◆ Review, monitor and report on the implications of Provincial budgets and initiatives including provincial downloading, uploading, and service and policy reviews and restructuring.

# PROGRAM 1 BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT



## 2019 Program Detail

## Finance

### Description of Program Activities (Continued):

- ◆ Complete the annual Multi-Year Economic and Financial Forecast and set property tax guidelines based on evaluation of the economic environment legislation and regulations and long-term plans for the provision of Regional services and capital assets.
- ◆ Develop, evaluate and implement property taxation policy and undertake analysis, and prepare reports on property taxation items including capping, appeals before the Assessment Review Board and Provincial policy changes impacting property taxes. Liaison with the Municipal Property Assessment Corporation (MPAC) and Ontario Ministry of Finance, and provide support for the local Area Treasurer's group.
- ◆ Participate in various provincial property tax stakeholder groups.
- ◆ Continue to co-ordinate property tax policy and tax billing issues with the Area Municipalities. Respond to residential, multi-residential, commercial and industrial taxpayer inquiries and produce the annual Budget and Services Highlights Brochure for the public.
- ◆ Invest trust, reserve, and general account funds emphasizing the importance of risk mitigation, long-term fiscal plans, security and liquidity of investments, and maximization of return on the investment portfolio.
- ◆ Issue, register, transfer and pay interest annually and retire debentures for the area municipalities and for Regional purposes.
- ◆ Administer and manage the Durham Municipal Insurance Pool (DMIP) as part of a comprehensive risk management program.
- ◆ Oversee and coordinate risk management programs for the Region of Durham and member Municipalities of the DMIP, including hazard identification and evaluation, risk transfer, mitigation and financing, casualty insurance and insurance program design, marketing and placement to comply with legislation.
- ◆ Implementation of a corporate enterprise risk management program including Business Continuity Planning that is in line with industry best practices (in consultation with departments).
- ◆ Administer claim programs that include general liability, automobile, property, errors and omissions. This includes developing and maintaining software programs related to Risk Management objectives.
- ◆ Provide guidance to staff regarding risk management issues; develop and ensure compliance with policies, procedures, and regulations governing risk management activities, which include promotion of a Regional security policy. Manage contractual risk transfer for the organization and assign insurance requirements for vendor contracts.
- ◆ Administer and manage the Region's Insurance and Risk Management Program to ensure the protection of assets of the Region against financial consequences of losses through preventing, minimizing and avoidance of risk which includes monitoring the insurance markets, handling all claims and promoting best practices in risk management and loss control.
- ◆ Provide insurance services, risk management, claim and litigation management, financial litigation, administration and accounting for the DMIP.

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 17                      Position Transfer: 1 Senior Financial Analyst 2 from Administration  
2018 Full Time Staff = 16

**PROGRAM 1**  
**BUSINESS PLANNING, BUDGETS AND RISK MANAGEMENT**



**2019 Program Detail**

**Finance**

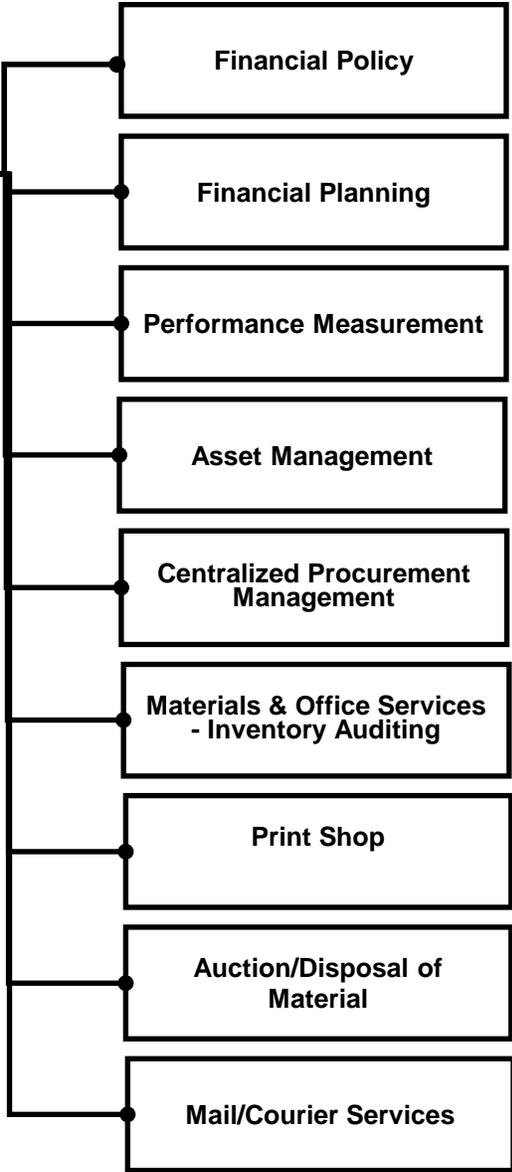
Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,926	2,278	2,396	123	2,519
Personnel Related	7	6	5	4	9
Equipment Maintenance & Repairs	9	1	1	-	1
Professional Services	20	23	23	-	23
<b>Operating Expenses Subtotal</b>	<b>1,962</b>	<b>2,308</b>	<b>2,425</b>	<b>127</b>	<b>2,552</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(133)	(133)	(135)	(123)	(258)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(133)</b>	<b>(133)</b>	<b>(135)</b>	<b>(123)</b>	<b>(258)</b>
<b>Gross Operating Expenses</b>	<b>1,829</b>	<b>2,175</b>	<b>2,290</b>	<b>4</b>	<b>2,294</b>
<b>Tangible Capital Assets</b>					
New	12	12	-	-	-
<b>Total Tangible Capital Assets</b>	<b>12</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,841</b>	<b>2,187</b>	<b>2,290</b>	<b>4</b>	<b>2,294</b>
<b>Revenues</b>					
Fees & Service Charges	(278)	(278)	(350)	-	(350)
Insurance Reserve Recovery	(266)	(266)	(266)	-	(266)
Recovery from Transit	(125)	(125)	(130)	-	(130)
<b>Total Revenues</b>	<b>(669)</b>	<b>(669)</b>	<b>(746)</b>	<b>-</b>	<b>(746)</b>
<b>Net Program Expenses</b>	<b>1,172</b>	<b>1,518</b>	<b>1,544</b>	<b>4</b>	<b>1,548</b>

FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



2019 Program Detail

Finance



**Purpose:**

- ◆ To advise the Treasurer, Finance and Administration Committee, Senior Management, and other departments, through the provision of sound fiscal and economic policies and analysis, reports and briefings.
- ◆ To represent Durham's financial interests vis-à-vis Provincial Ministries, other Regions, and Downloaded Services Transfer Teams.
- ◆ To defend the Region's credit fundamentals in annual bond rating reviews.
- ◆ To undertake and coordinate Development Charge related policy analysis, studies and reporting, including defense of the By-Laws that have been appealed.
- ◆ To lead participation in Municipal Benchmarking Network Canada (MBNCanada).
- ◆ To provide efficient and effective centralized purchasing and contract management.
- ◆ To coordinate and complete long-term asset management studies, servicing and financing studies and reports for major programs with lead departments.
- ◆ To provide central printing, inserting, internal courier, shipping/receiving and mailroom services to Regional Departments.
- ◆ To coordinate the Regional auction of surplus assets and to manage the inventory system for maintenance items at depots.

# PROGRAM 2 FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



## 2019 Program Detail

## Finance

### Description of Program Activities:

- ◆ Develop and advocate policy with the Ministry of Finance, Ministry of Economic Development, Job Creation and Trade, Ministry of Energy, Northern Development and Mines, Ministry of the Environment, Conservation and Parks, Ministry of Infrastructure, Ministry of Municipal Affairs and Housing, Ministry of Transportation, Metrolinx, the Association of Municipalities of Ontario, Government Finance Officers Association and other GTA Regions.
- ◆ Promote long term financial planning, undertake capital financial analysis and implement the capital approval process.
- ◆ Complete the annual 10 Year Water Supply, Sanitary Sewer, Transportation, Social Housing, Solid Waste Management and Transit Servicing and Financing Studies with the assistance of the appropriate departments.
- ◆ Develop and implement asset management and asset maintenance management systems for the Regional Capital Infrastructure with the Works Department.
- ◆ Prepare financial and economic studies for specific projects and new development and position papers on Provincial initiatives with the assistance of other departments as required.
- ◆ Undertake and coordinate Development Charge related policy analysis and studies, including stakeholder outreach, implementation of the renewed Development Charge Study & By-law, and Seaton Area Specific Development Charges and Transit Development Charge By-law and defense of the By-laws that have been appealed.
- ◆ Implement the Community Strategic Plan initiatives within the Finance Department.
- ◆ Lead and/or participate in interdepartmental studies and business case reviews and provide economic and financial analysis.
- ◆ Seek external funding opportunities and coordinate the submission of grant applications.
- ◆ Coordinate Best Practices and Benchmarking across Regional departments, including development of benchmarking measures and data collection and lead the participation in Municipal Benchmarking Network Canada.
- ◆ Integrate the corporate climate mitigation and adaptation programs and reporting into the annual business planning, risk and asset management programs.
- ◆ Coordinate the implementation of energy related projects, including management of grant proposals with the Works and other Departments.
- ◆ Coordinate the update of the Regional Energy Conservation Demand Management Plan.
- ◆ Develop strategies and processes that increase the efficiency of the procurement activity while at the same time ensuring value for money and where possible, consideration of green procurement policies.
- ◆ Ensure procurement policies and procedures continue to comply with legislation, corporate objectives, ethical standards, government regulations and contract law.
- ◆ Promote fair and open competition.
- ◆ Develop and execute contracts and purchase orders with third parties that will provide the Region's departments, programs and projects with the required goods, services and equipment.
- ◆ Schedule and manage the procurement activity to ensure the timely provision of regularly required goods and services to support Regional programs.
- ◆ Assist departments in planning and formulating their procurement requirements.
- ◆ Provide knowledge of Purchasing By-law through ongoing training programs for Regional staff.

# PROGRAM 2 FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES



## 2019 Program Detail

## Finance

### Description of Program Activities (Continued):

- ◆ Purchase goods, services and capital projects for all program areas in the Region, Durham Regional Local Housing Corporation and Durham Region Transit, as well as Durham Region Police Service as appropriate.
- ◆ Negotiate major acquisition projects when appropriate in accordance with the Purchasing by-law.
- ◆ Participate in co-operative purchasing arrangements with other public organizations.
- ◆ Manage the competitive bidding process in an effective and efficient manner including the preparation, issue, evaluation and award of quotations, tenders, Request for Proposals, etc.
- ◆ Manage and account for the inventory of assets as necessary to meet service needs.
- ◆ Provide printing and inserting services to Regional departments to support programs and projects.
- ◆ Manage the Region's internal and external mail by sorting and delivering it through internal couriers to Regional offices/plants/depots and local Municipal offices.
- ◆ Manage the disposal of assets no longer required by the Region in a manner that maximizes the return, including coordination of the Regional Auction.
- ◆ Manage Shipping and Receiving for Regional Headquarters Building.
- ◆ Manage the inventory system that tracks the maintenance and repair items at the depots and coordinate the annual physical count and reconciliation of the inventory accounts.

### Description of Program Resources:

◆ 2019 Full Time Staff = 39

Position Transfers: 1 Telecommunications Supervisor, 2  
Telecommunications Coordinators to Corporate Services - Information  
Technology

2018 Full Time Staff = 42

**PROGRAM 2**  
**FINANCIAL PLANNING AND PURCHASING AND SUPPLY AND SERVICES**



**2019 Program Detail**

**Finance**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	4,833	5,177	5,297	(333)	4,964
Personnel Related	20	20	9	-	9
Communications	570	635	635	-	635
Supplies	64	105	105	(5)	100
Computer Maintenance & Operations	2	20	20	(5)	15
Materials & Services	4	4	4	-	4
Equipment Maintenance & Repairs	259	335	335	(70)	265
Vehicle Operations	11	31	31	-	31
Professional Services	256	283	283	(45)	238
Minor Assets & Equipment	-	10	10	-	10
Contribution to Reserve & Reserve Fund	18	18	18	-	18
<b>Operating Expenses Subtotal</b>	<b>6,037</b>	<b>6,638</b>	<b>6,747</b>	<b>(458)</b>	<b>6,289</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(2,322)	(2,472)	(2,525)	363	(2,162)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(2,322)</b>	<b>(2,472)</b>	<b>(2,525)</b>	<b>363</b>	<b>(2,162)</b>
<b>Gross Operating Expenses</b>	<b>3,715</b>	<b>4,166</b>	<b>4,222</b>	<b>(95)</b>	<b>4,127</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	3	3
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>3</b>
<b>Total Expenses</b>	<b>3,715</b>	<b>4,166</b>	<b>4,222</b>	<b>(92)</b>	<b>4,130</b>
<b>Revenues</b>					
Recovery from Transit	(458)	(458)	(465)	-	(465)
<b>Total Revenues</b>	<b>(458)</b>	<b>(458)</b>	<b>(465)</b>	<b>-</b>	<b>(465)</b>
<b>Net Program Expenses</b>	<b>3,257</b>	<b>3,708</b>	<b>3,757</b>	<b>(92)</b>	<b>3,665</b>

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

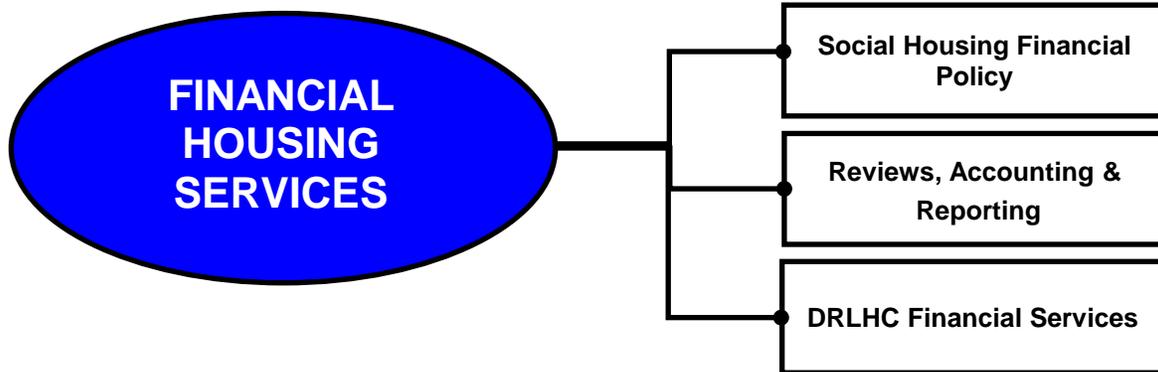
Net Program Expenses Per Above	3,665
Less: Tangible Capital Assets	(3)
Net Operating Program Expenses Per Program Summary	<u>3,662</u>

# PROGRAM 3 FINANCIAL HOUSING SERVICES



## 2019 Program Detail

## Finance



### Purpose:

- ◆ To provide the necessary oversight of 44 external social housing providers, ensuring compliance with legislated and local financial policies for social housing.
- ◆ Approval of housing provider subsidy budgets in accordance with funding models and benchmarks.
- ◆ To ensure that Regional Council, Committee, CAO and Commissioner of Finance receive prompt, accurate and comprehensive advice and information on the Social Housing Portfolio.
- ◆ To manage related Information Technology systems.
- ◆ To fulfil all necessary financial services for the Durham Regional Local Housing Corporation (DRLHC).

### Description of Program Activities:

- ◆ Development of Regional policies under the Housing Services Act and undertake annual financial review of Regional Housing program.
- ◆ Complete annual budget approvals in accordance with benchmarks and calculate monthly subsidy payments to housing providers and landlords.
- ◆ Complete year-end reconciliation of all housing provider subsidies against actual results, including rent supplement programs, ensuring compliance with legislation and Regional financial policies.
- ◆ Coordinate mortgage renewals, updates and revised subsidy calculations.
- ◆ Complete annual reporting requirements to Ministry of Housing.
- ◆ Undertake annual audits of the rent geared-to-income calculations for 20 per cent of units at 100 per cent of housing providers.
- ◆ In-depth operational reviews of 50 per cent of the portfolio per year, in conjunction with Housing Services Division of the Social Services Department.
- ◆ Administration of the special grant programs (Investment in Affordable Housing and Social Infrastructure Fund). Monitor status, process payments and report to Council and Province.
- ◆ Forecasting of expenditures for the Social Housing and DRLHC portfolios.
- ◆ Provide enhanced oversight and support where required for social housing projects in difficulty.
- ◆ Coordination and analysis of Reserve Fund studies in conjunction with Building Condition Assessments.

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 6
- ◆ 2018 Full Time Staff = 6

**PROGRAM 3  
FINANCIAL HOUSING SERVICES**



**2019 Program Detail**

**Finance**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	739	737	755	-	755
Personnel Related	3	8	6	-	6
Communications	-	5	5	(2)	3
Supplies	-	1	1	-	1
Headquarters Shared Costs	88	88	80	10	90
Professional Services	-	25	25	-	25
<b>Operating Expenses Subtotal</b>	<b>830</b>	<b>864</b>	<b>872</b>	<b>8</b>	<b>880</b>
<b>Transfers from Related Entities</b>					
Inter-Departmental Recoveries	(505)	(514)	(524)	-	(524)
<b>Transfers from Related Entities Subtotal</b>	<b>(505)</b>	<b>(514)</b>	<b>(524)</b>	<b>-</b>	<b>(524)</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Corporate Charges	650	650	661	-	661
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>650</b>	<b>650</b>	<b>661</b>	<b>-</b>	<b>661</b>
<b>Gross Operating Expenses</b>	<b>975</b>	<b>1,000</b>	<b>1,009</b>	<b>8</b>	<b>1,017</b>
<b>Tangible Capital Assets</b>					
Replacement	3	3	4	-	4
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>-</b>	<b>4</b>
<b>Net Program Expenses</b>	<b>978</b>	<b>1,003</b>	<b>1,013</b>	<b>8</b>	<b>1,021</b>



**2019 Program Detail**

**Finance**

**Purpose:**

- ◆ To ensure that the statutory duties and responsibilities of the Treasurer are carried out to promote and maintain the financial strength, stability and accountability of the Regional Corporation and advise the Finance and Administration Committee, Regional Council, the Chief Administrative Officer, and other Regional Department Heads on all matters pertaining to this purpose.
- ◆ To ensure comprehensive reporting of fiscal and business functions to all stakeholders based on legislative requirements and financial best practices.
- ◆ To ensure adequate fiscal reporting through: reports to committee; inclusion of financial implications within corporate reports based on Budget Management and Purchasing policies, Legislation and By-laws; the Annual Budget and Services Highlights brochure to the Public; legislative reporting based upon Municipal Act compliance; Business Plan and Budget documentation and award winning reporting; and, the Region's award winning Annual Financial Report.
- ◆ To provide strategic and innovative advice to the CAO and Senior Leadership Team to further Council objectives as developed in the Strategic Plan.

**Description of Program Activities:**

- ◆ Advise the Finance and Administration Committee, Council and Senior Management on all financial matters pertaining to the Region.
- ◆ Manage the operations of the Finance Department through its divisions: Financial Services; Financial Housing Services; Business Planning, Budgets, and Risk Management; Financial Planning and Purchasing, POA - Default Fines Collections; Financial Business Processes and Solutions; Utility Finance; and Internal Audit, Compliance & Controls.
- ◆ Represent the Region's financial interests vis-à-vis other groups, including Provincial Ministries, other Regions and interest groups.
- ◆ Establish and continually review financial policies and practices within the Regional Corporation, including Durham Regional Police Service and Durham Region Transit, to ensure financial integrity and adherence to generally accepted accounting standards.
- ◆ Provide administrative support to the general operations and special activities of the Finance Department.
- ◆ Ensure adequate, accountable and transparent reporting of Budgets, Property Tax Impacts and annual year-end financial results.
- ◆ Participate in corporate-wide initiatives to enhance and modernize policies and practices to find efficiencies and promote innovation.

**Description of Program Resources**

- ◆ 2019 Full Time Staff = 4                      Position Transfer: 1 Senior Financial Analyst 2 to Budgets  
2018 Full Time Staff = 5

**PROGRAM 4  
ADMINISTRATION**



**2019 Program Detail**

**Finance**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	749	718	742	(123)	619
Personnel Related	123	126	197	(8)	189
Communications	342	126	126	-	126
Supplies	147	134	147	-	147
Materials & Services	18	48	48	-	48
Equipment Maintenance & Repairs	24	8	8	-	8
Professional Services	91	101	101	100	201
<b>Operating Expenses Subtotal</b>	<b>1,494</b>	<b>1,261</b>	<b>1,369</b>	<b>(31)</b>	<b>1,338</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(481)	(481)	(483)	123	(360)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(481)</b>	<b>(481)</b>	<b>(483)</b>	<b>123</b>	<b>(360)</b>
<b>Tangible Capital Assets</b>					
New	-	-	-	50	50
Reserve Contribution	-	-	-	(50)	(50)
<b>Total Tangible Capital Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,013</b>	<b>780</b>	<b>886</b>	<b>92</b>	<b>978</b>
<b>Revenues</b>					
Sundry Revenue	(20)	(20)	(20)	-	(20)
Investment & Interest Income	(550)	(383)	(383)	(100)	(483)
Recovery from Transit	(20)	(20)	(20)	-	(20)
<b>Total Revenues</b>	<b>(590)</b>	<b>(423)</b>	<b>(423)</b>	<b>(100)</b>	<b>(523)</b>
<b>Net Program Expenses</b>	<b>423</b>	<b>357</b>	<b>463</b>	<b>(8)</b>	<b>455</b>

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

# PROGRAM 5 INTERNAL AUDIT, COMPLIANCE AND CONTROLS



## 2019 Program Detail

## Finance

### Purpose:

- ◆ Support Treasurer in carrying out legislated duties and responsibilities, promote accountability of the Regional Corporation for quality and value of stewardship over public funds, and support best practices in the Corporation and its operations.

### Description of Program Activities:

- ◆ Review financial policies and practices within the Regional Corporation to ensure financial integrity, adherence to generally accepted accounting standards and use of best practices.
- ◆ Review operational processes to meet or exceed audit, accountability and control requirements.
- ◆ Complete business process reviews and recommend changes to strengthen internal controls, streamline processes and continuously improve financial activities and manage business risks.
- ◆ Provide support to external audits conducted by external auditor for a multitude of programs requiring special audits.
- ◆ Ensure accountability of Regional funds by external agencies, as requested.
- ◆ Complete third party audit reports for specified procedures, as applicable.
- ◆ Continue to evolve division to enhance internal audit services provided.

### Description of Program Resources

- ◆ 2019 Full Time Staff = 4  
2018 Full Time Staff = 4

**PROGRAM 5  
INTERNAL AUDIT, COMPLIANCE AND CONTROLS**



**2019 Program Detail**

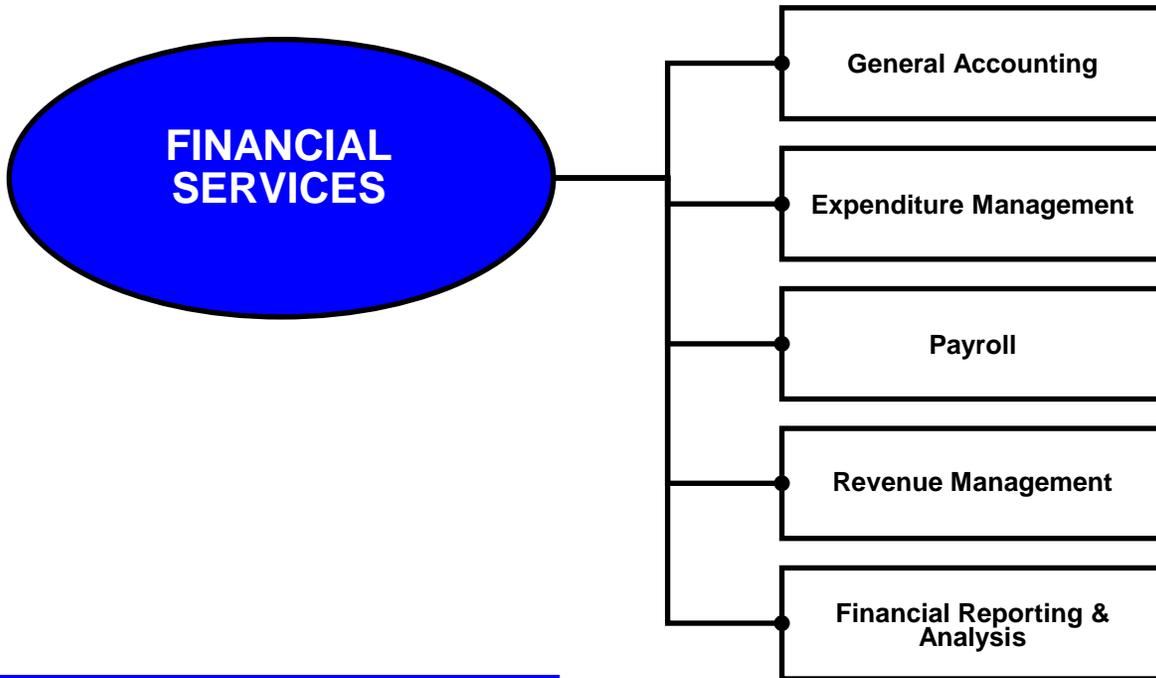
**Finance**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	531	605	630	-	630
<b>Operating Expenses Subtotal</b>	<b>531</b>	<b>605</b>	<b>630</b>	<b>-</b>	<b>630</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(454)	(454)	(472)	-	(472)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(454)</b>	<b>(454)</b>	<b>(472)</b>	<b>-</b>	<b>(472)</b>
<b>Net Program Expenses</b>	<b>77</b>	<b>151</b>	<b>158</b>	<b>-</b>	<b>158</b>



**2019 Program Detail**

**Finance**



**Purpose:**

- ◆ To provide innovative and effective financial management, reporting and accounting services to the Regional Corporation, including the operations of Durham Region Transit and Durham Regional Police Services.

**Description of Program Activities:**

- ◆ Receive and safely keep all monies of the corporation, to keep all books of account and prepare the annual consolidated financial statements.
- ◆ Receive and process vendor invoices for payment by validating and matching purchasing contract details to receiving and invoice information and issue payment in accordance with payment terms.
- ◆ Ensure payments authorized by departments match terms and conditions of purchase orders, leases, legal agreements and are in accordance with Council authorizations and Regional policies.
- ◆ Respond to internal and external inquiries or disputes, policies regarding payment, tax issues, and assist departments in resolving vendor issues.
- ◆ Process and analyze information from accounting systems into a consolidated format for the preparation of monthly financial reports for all Regional departments, the Durham Regional Police Service and Durham Region Transit.
- ◆ Prepare regular reports to Committee and Council on the status of spending against the budgets and provide forecasts for the year. Report on Development Charges, Investments and Councillor's Remuneration and Expenses.
- ◆ Reconcile Regional tax rates as applied to Current Value Assessment by local municipalities with the remittance of taxes collected at the local level.
- ◆ Administer the Council approved Budget Management Policy.



**2019 Program Detail**

**Finance**

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

- ◆ Administer the Council approved vehicle reimbursement system.
- ◆ Administer payroll activities for the Region, Durham Region Transit and the Durham Regional Police Service in accordance with collective agreements, Council policies and relevant legislation.
- ◆ Assist departments in analyzing, monitoring and forecasting revenues, subsidies and expenditures, providing advice on financial impacts of new or changes to programs and trends identified.
- ◆ Provide financial data, analysis, and interpretations as part of municipal benchmarking studies, including involvement in implementation of findings/business improvements resulting from benchmarking exercises.
- ◆ Identify and develop reporting formats to improve analysis of business operations.
- ◆ Prepare, analyze and submit financial reports on subsidized programs and capital grants to third party funders (in excess of 350 reports per year).
- ◆ Prepare the consolidated financial statements, along with comprehensive working papers, for the Regional Corporation and co-ordinate the audit of financial statements.
- ◆ Analyze changes in accounting and disclosure requirements of the Public Sector Accounting Board and the Province and implement processes, financial analysis and disclosures to maintain compliance and accountability.
- ◆ Prepare the financial statements and coordinate the audits for the Durham Municipal Insurance Pool and ancillary programs for which funders or third parties require audits.
- ◆ Issue invoices for services provided by the Region (long-term care, childcare, Durham Regional Local Housing Corporation, miscellaneous Works Department services) and collect amounts outstanding.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 42.5
- 2018 Full Time Staff = 42.5

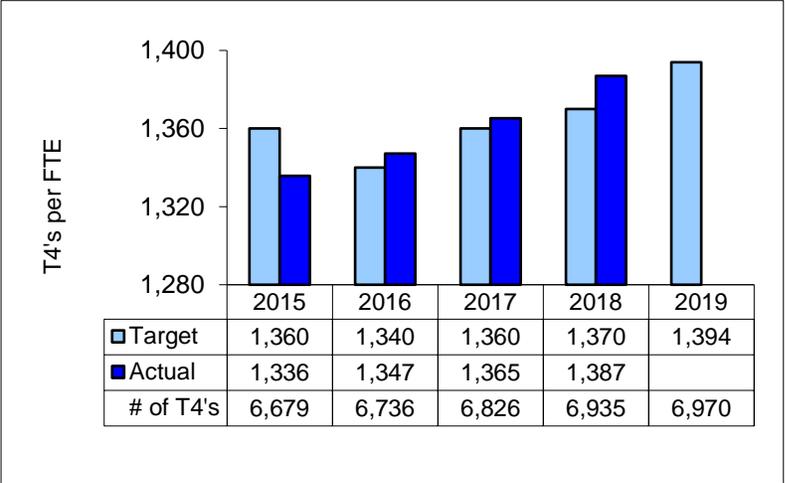


**2019 Program Detail**

**Finance**

**Performance Measurements:**

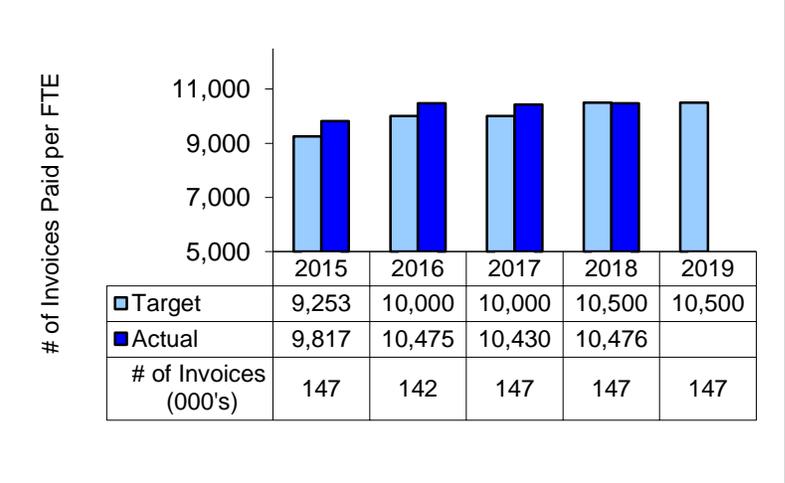
**EFFECTIVENESS**



**T4's Issued per FTE**  
(Region, Police & Transit)

This measure reflects the average number of employees, including students and temporary staff, for whom all payroll processing activities are handled per Payroll FTE (staff complement of five).

**EFFECTIVENESS**



**Invoices Paid per FTE**  
(Region, Police & Transit)

The number of invoices paid per FTE represents the average number of transactions processed by an Expenditure Management staff member, and includes all processing activities associated with the validation of the expenditure.

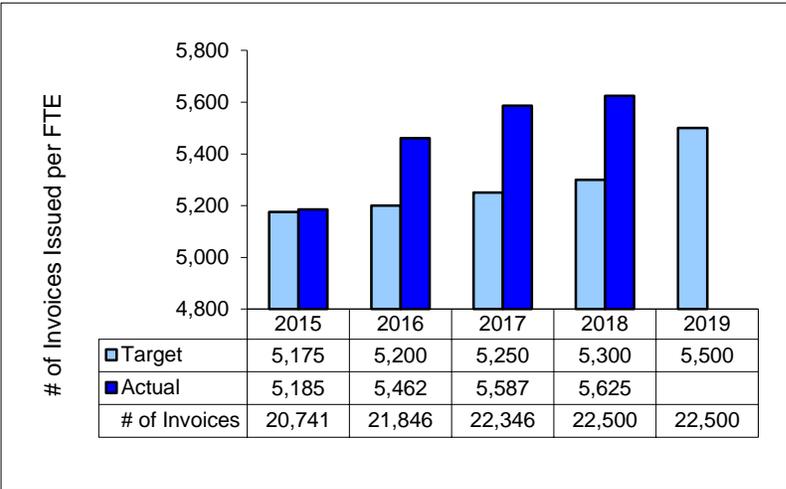


**2019 Program Detail**

**Finance**

**Performance Measurements (Continued):**

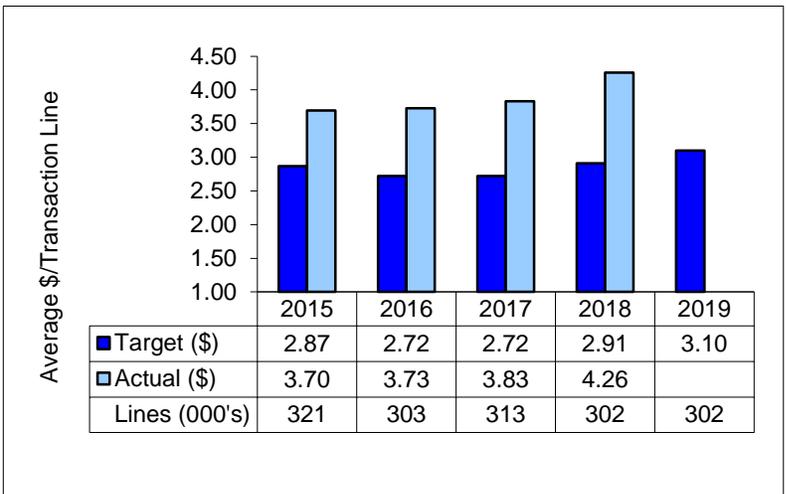
**EFFECTIVENESS**



**Invoices Issued per FTE**  
(Region & Transit)

The number of invoices issued per FTE represents the volume of work handled by Accounts Receivable staff in both the issuance and the collection of funds owed to the Region. The volume of billed revenues are expected to remain fairly consistent.

**EFFICIENCY**



**Average Cost per Accounts Payable Transaction Line**

The A/P Cost per Transaction Line represents the gross operating cost of the Expenditure Management section divided by the number of transaction lines processed and is indicative of the effort required to charge expenditures to the appropriate program.

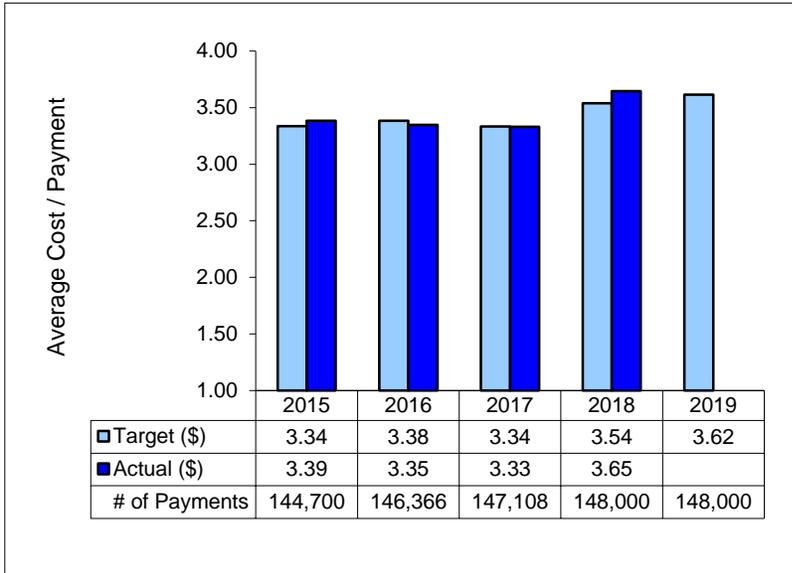


**2019 Program Detail**

**Finance**

**Performance Measurements (Continued):**

**EFFICIENCY**



**Average Cost per Payroll  
Payment**

The cost per payroll payment represents the gross operating cost of the Payroll section divided by the number of direct deposits / cheques for the year.

**PROGRAM 6  
FINANCIAL SERVICES**



**2019 Program Detail**

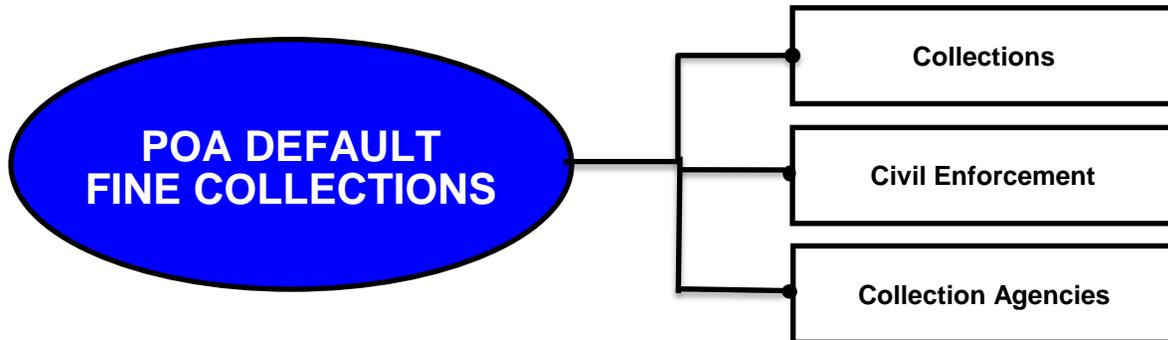
**Finance**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	4,907	4,846	4,962	31	4,993
Personnel Related	9	1	-	-	-
Communications	11	-	-	-	-
Supplies	2	-	-	-	-
Materials & Services	5	8	8	-	8
Equipment Maintenance & Repairs	2	5	5	-	5
Professional Services	-	18	18	-	18
<b>Operating Expenses Subtotal</b>	<b>4,936</b>	<b>4,878</b>	<b>4,993</b>	<b>31</b>	<b>5,024</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(388)	(388)	(393)	-	(393)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(388)</b>	<b>(388)</b>	<b>(393)</b>	<b>-</b>	<b>(393)</b>
<b>Total Expenses</b>	<b>4,548</b>	<b>4,490</b>	<b>4,600</b>	<b>31</b>	<b>4,631</b>
<b>Revenues</b>					
Sundry Revenue	(3)	(6)	(6)	-	(6)
Recovery from Transit	(564)	(564)	(575)	-	(575)
<b>Total Revenues</b>	<b>(567)</b>	<b>(570)</b>	<b>(581)</b>	<b>-</b>	<b>(581)</b>
<b>Net Program Expenses</b>	<b>3,981</b>	<b>3,920</b>	<b>4,019</b>	<b>31</b>	<b>4,050</b>



**2019 Program Detail**

**Finance**



**Purpose:**

- ◆ To collect outstanding Provincial Offences fines in default.
- ◆ Collection activities are undertaken on fines in a default status (over 90 days old).
- ◆ Collection activity costs are more than recovered by default fine revenue collected.
- ◆ Maintain collection tools, resources and processes.
- ◆ Provide collection services to another court jurisdiction and assist with collections for other Regional program areas.

**Description of Program Activities:**

- ◆ Locate default fine offenders through various skip tracing techniques.
- ◆ Issue collection letters, place calls to debtors and negotiate payment arrangements. Up to two notices are issued on every default fine. Handle in bound calls and make payment arrangements with debtors.
- ◆ Assign cases to a number of collection agencies to assist in collection efforts. Monitor collection agency performance and periodically recycle fines between agencies.
- ◆ Work in conjunction with POA Court Administration, Prosecution and Legal Services in civil enforcement activities (certificates of default, garnishments, writs of seizure and sale, etc.).
- ◆ In conjunction with Legal Services obtain judgment against debtors and collect overdue amounts via garnishments and seizure and sale of assets.
- ◆ Work closely with the POA Court Administration in exchanging information relating to fines in default, debtors and payment arrangements.
- ◆ Share information concerning collection activities, tools and resources with other court jurisdiction collection divisions to enhance collection services. Participate in Ontario Municipal Tax and Revenue Association (OMTRA) and the Municipal Court Manager's Association.
- ◆ Provide collection services on a cost recovery basis to another court jurisdiction and other Regional program areas.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 7
- 2018 Full Time Staff = 7

# PROGRAM 7 POA DEFAULT FINE COLLECTIONS

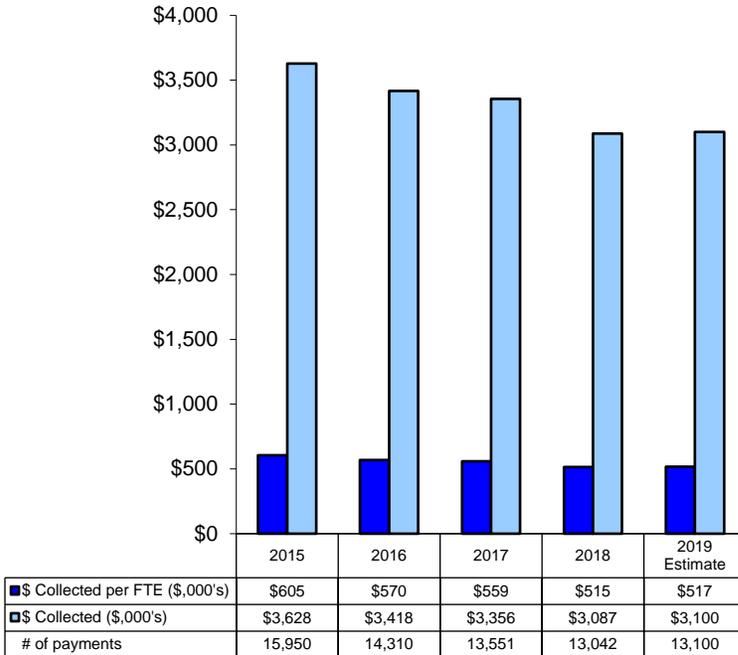


## 2019 Program Detail

## Finance

### Performance Measurements:

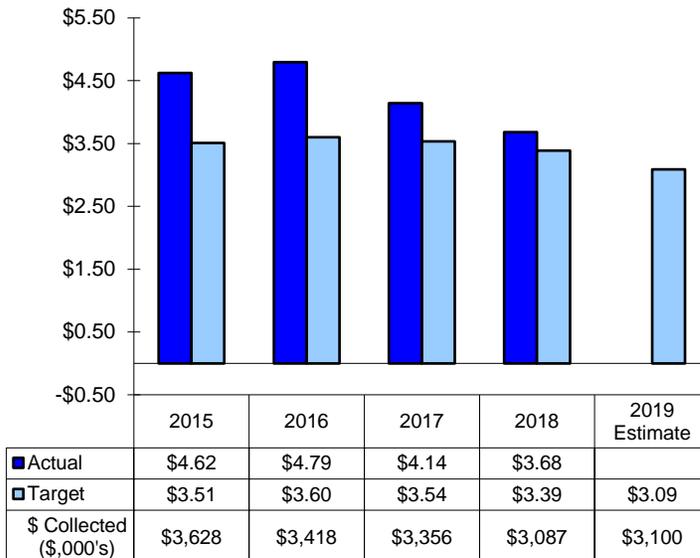
#### EFFECTIVENESS



#### \$ Collections per FTE

Collection processes include automated issuance of collection notices, skip tracing, negotiating payment arrangements and proceeding with civil enforcement where necessary.

#### EFFICIENCY



#### Payback Ratio

Every dollar spent in the collection of POA Defaulted Fines is expected to result in \$3.09 recovered in 2019.

**PROGRAM 7  
POA DEFAULT FINE COLLECTIONS**



**2019 Program Detail**

**Finance**

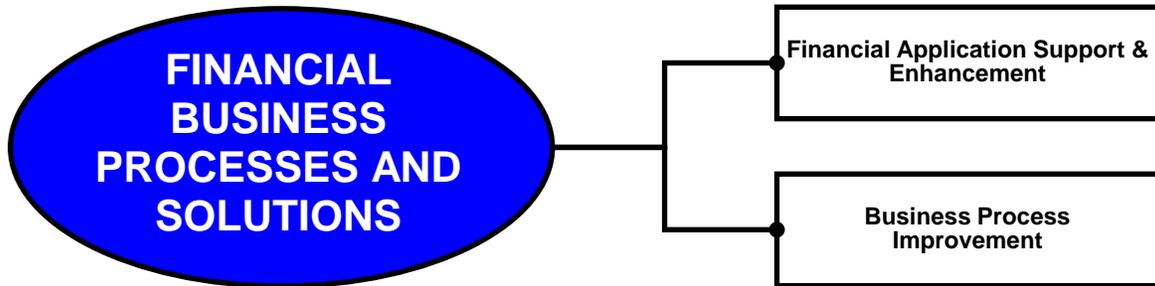
<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	766	764	783	-	783
Personnel Related	4	4	5	-	5
Communications	17	21	21	-	21
Supplies	2	6	6	-	6
Computer Maintenance & Operations	112	135	135	-	135
Materials & Services	6	8	8	-	8
Equipment Maintenance & Repairs	1	2	2	-	2
Professional Services	168	301	301	-	301
Financial Expenses	24	20	20	-	20
<b>Operating Expenses Subtotal</b>	<b>1,100</b>	<b>1,261</b>	<b>1,281</b>	<b>-</b>	<b>1,281</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(874)	(1,017)	(1,034)	-	(1,034)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(874)</b>	<b>(1,017)</b>	<b>(1,034)</b>	<b>-</b>	<b>(1,034)</b>
<b>Gross Operating Expenses</b>	<b>226</b>	<b>244</b>	<b>247</b>	<b>-</b>	<b>247</b>
<b>Tangible Capital Assets</b>					
Replacement	3	3	3	-	3
<b>Total Tangible Capital Assets</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>3</b>
<b>Total Expenses</b>	<b>229</b>	<b>247</b>	<b>250</b>	<b>-</b>	<b>250</b>
<b>Revenues</b>					
Fees & Service Charges	(37)	(55)	(55)	-	(55)
Revenue from Municipalities	(160)	(150)	(150)	-	(150)
Investment & Interest Income	(75)	(75)	(75)	-	(75)
<b>Total Revenues</b>	<b>(272)</b>	<b>(280)</b>	<b>(280)</b>	<b>-</b>	<b>(280)</b>
<b>Net Program Expenses</b>	<b>(43)</b>	<b>(33)</b>	<b>(30)</b>	<b>-</b>	<b>(30)</b>

# PROGRAM 8 FINANCIAL BUSINESS PROCESSES AND SOLUTIONS



## 2019 Program Detail

## Finance



### Purpose:

- ◆ To provide the Finance Department and Regional Departments with fully supported and secure Financial Applications.
- ◆ Ensure the long-term business processes plan for the Finance Department remains current.
- ◆ Investigate and implement further financial applications and solutions.
- ◆ Review business processes and introduce efficiencies through enhancement of processes and financial systems.

### Description of Program Activities:

- ◆ Improve the provision of management information to obtain higher levels of timeliness, efficiency and effectiveness.
- ◆ Update the long-term business process plan for the Finance Department.
- ◆ Enhance and support the PeopleSoft Financials, HR/Payroll (HCM) and Learning Management to provide more flexibility as well as to ensure that government compliance of legislated changes are securely and accurately implemented.
- ◆ Upgrade activities to maintain the PeopleSoft Applications including the modules of:
  - ◆ General Ledger/ Reporting
  - ◆ Purchasing
  - ◆ Accounts Payable
  - ◆ Billing and Receivables
  - ◆ Inventory
  - ◆ Budgeting
  - ◆ Project Costing
  - ◆ Asset Management
  - ◆ Project Management
  - ◆ Payroll
  - ◆ Human Resources
  - ◆ Base Benefits
  - ◆ Time and Labour
  - ◆ Position Management
  - ◆ Employee Portal
  - ◆ Recruiting Management
  - ◆ Resume/Candidate Gateway

# PROGRAM 8 FINANCIAL BUSINESS PROCESSES AND SOLUTIONS



## 2019 Program Detail

## Finance

### Description of Program Activities (Continued):

- ◆ Investigate and implement innovative financial solutions to streamline business processes.
- ◆ Plan, develop and implement financial data management and disclosure, within corporate policies for active dissemination/routine disclosure of data, and for data privacy and security.
- ◆ Support and maintain critical business applications, such as PeopleSoft Financials, PeopleSoft HCM, PeopleSoft ELM, PeopleSoft Employee Portal, and RiskMaster.
- ◆ Continue to work with Corporate Departments as well as Durham Region Police Service and Durham Region Transit Commission on the implementation of Enterprise Maintenance Management, Water Billing, and Enterprise Workforce Scheduling systems.
- ◆ Implement business processes enhancements based on the long-term plan for the Finance Department.

### Description of Program Resources:

- ◆ 2019 Full Time Staff = 16  
2018 Full Time Staff = 21
- Position Transfers: 1 Manager, 2 Technology Specialists, 2 Systems Support Specialists to Corporate Services - Information Technology

**PROGRAM 8  
FINANCIAL BUSINESS PROCESSES AND SOLUTIONS**

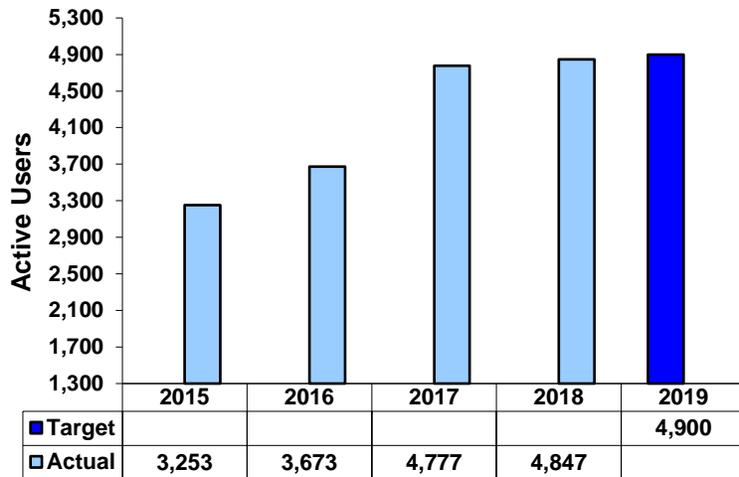


**2019 Program Detail**

**Finance**

**Performance Measurements:**

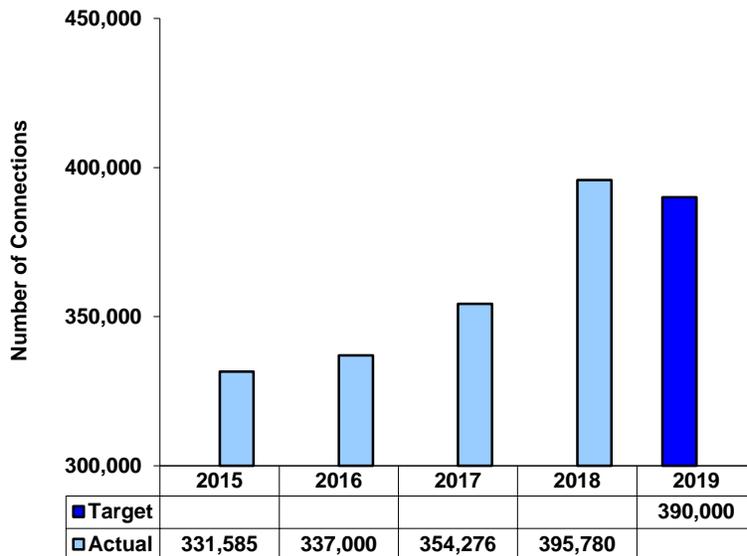
**EFFECTIVENESS**



**Active PeopleSoft Users  
Region, Police, Transit**

*The number of individuals who from a day to day job perspective, and employee self service are active, registered users of the PeopleSoft Financials, Human Capital Management, and Learning Management Application*

**EFFECTIVENESS**



**Number of Connections to  
Regional Financial Employee  
Portal**

*The number of unique connections to the Regional Financial Employee Portal to perform work related functions, process information through Employee Self Service, or to utilize the Inquiry functions within the PeopleSoft applications*

**PROGRAM 8**  
**FINANCIAL BUSINESS PROCESSES AND SOLUTIONS**



**2019 Program Detail**

**Finance**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	3,138	2,834	2,904	(576)	2,328
Personnel Related	26	52	9	(1)	8
Communications	2	1	1	-	1
Supplies	2	3	3	-	3
Computer Maintenance & Operations	961	1,238	1,238	(160)	1,078
Materials & Services	2	-	-	-	-
Equipment Maintenance & Repairs	2	9	9	-	9
Professional Services	84	144	144	(30)	114
<b>Operating Expenses Subtotal</b>	<b>4,217</b>	<b>4,281</b>	<b>4,308</b>	<b>(767)</b>	<b>3,541</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Recoveries	(670)	(670)	(674)	100	(574)
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>(670)</b>	<b>(670)</b>	<b>(674)</b>	<b>100</b>	<b>(574)</b>
<b>Gross Operating Expenses</b>	<b>3,547</b>	<b>3,611</b>	<b>3,634</b>	<b>(667)</b>	<b>2,967</b>
<b>Tangible Capital Assets</b>					
Replacement	258	258	265	(185)	80
<b>Total Tangible Capital Assets</b>	<b>258</b>	<b>258</b>	<b>265</b>	<b>(185)</b>	<b>80</b>
<b>Total Expenses</b>	<b>3,805</b>	<b>3,869</b>	<b>3,899</b>	<b>(852)</b>	<b>3,047</b>
<b>Revenues</b>					
Revenue from Related Entities	(802)	(802)	(840)	-	(840)
<b>Total Revenues</b>	<b>(802)</b>	<b>(802)</b>	<b>(840)</b>	<b>-</b>	<b>(840)</b>
<b>Net Program Expenses</b>	<b>3,003</b>	<b>3,067</b>	<b>3,059</b>	<b>(852)</b>	<b>2,207</b>

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

Net Program Expenses Per Above	2,207
Less: Tangible Capital Assets	(80)
Net Operating Program Expenses Per Program Summary	<u>2,127</u>



**2019 Program Detail**

**Finance**

**Purpose:**

- ◆ Funding of the COMRA Marine Rescue Association ("COMRA") and the Pickering Auxiliary Rescue Association ("PARA")

**Description of Program Activities:**

- ◆ COMRA/PARA are charitable organizations that provide a marine search and rescue capability in Canadian waters of Lake Ontario adjacent to the Region of Durham. Related activities include the following:
  - ◆ Operate and maintain rescue vessels
  - ◆ Provide training to develop and maintain volunteer competency and vessel operational safety
  - ◆ Educate the public in support of the Search and Rescue Prevention objectives of the Canadian Coast Guard Auxiliary
  - ◆ Assist in humanitarian and civil incidents within provincial, regional, or municipal areas of responsibility as directed
- ◆ Working cooperatively with the Canadian Coast Guard Auxiliary and the Durham Regional Police Service, both organizations are comprised of volunteer members providing many hours of service annually. Volunteers undertake administrative aspects as well as participating in scheduled boat crews/vessel patrol days. There are also emergency call-up lists for activation at any time of the day or night.
- ◆ The Region's funding excludes such items as purchase of vessels and uniforms.

**Performance Measurement/Data:**

- ◆ Search and rescue incidents were reported at:

	2017	2018
COMRA	6	11
PARA	14	27

These missions involve water crafts experiencing mechanical breakdowns, being disabled, adrift, and also there have been incidents involving persons going overboard.

- ◆ Number of volunteers: COMRA 28; PARA 44
- ◆ Target vessel availability: 95 per cent for call-up during the boating season
- ◆ Vessel availability for call-up during the boating season: COMRA: 100 per cent; PARA: 95.75 per cent



**2019 Program Detail**

**Finance**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	85	85	100	-	100
<b>Net Program Expenses</b>	<b>85</b>	<b>85</b>	<b>100</b>	<b>-</b>	<b>100</b>
Allocation:					
COMRA					47
PARA					53
					<u>100</u>

**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Finance**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	536	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,124</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,501</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Finance**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,119</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>547</b>	<b>547</b>	<b>494</b>	<b>65</b>	<b>559</b>

**PROGRAM 11  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Finance**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Financial Planning and Purchasing and Supply and Services - Program 2</u></b>			
1 Workstation	1	2,580	2,580
			<u>2,580</u>
<b><u>Adminstration - Program 4</u></b>			
2 Workspace Modifications	1	50,000	50,000
			<u>50,000</u>
		<b>Total</b>	<b><u>52,580</u></b>

**PROGRAM 12**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Finance**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>POA - Default Fine Collections - Program 7 (Included on Program Detail Page)</u></b>			
1 Desktops	2	700	1,400
2 Laptop	1	1,500	1,500
			<u><b>2,900</b></u>
<b><u>Financial Business Processes and Solutions - Program 8</u></b>			
3 Desktops	26	700	18,200
4 Laptops	24	1,500	36,000
5 Desktop - Multi-tasking and Large Data Applications	5	3,700	18,500
6 Monitors	9	250	2,250
7 Printer	1	5,000	5,000
			<u><b>79,950</b></u>
<b><u>Financial Housing Services - Program 3 (Included on Program Detail Page)</u></b>			
8 Laptops	2	1,500	3,000
9 Desktop	1	700	700
			<u><b>3,700</b></u>
		<b>Total</b>	<u><u><b>86,550</b></u></u>

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## PROGRAM SUMMARY



### 2019 Business Plan

### Headquarters Facility Shared Cost

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Public Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>

## PROGRAM SUMMARY



### 2019 Business Plan

### Headquarters Facility Shared Cost

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution from Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Summary of Increase (Decrease)</b>			(1,202)	-9.55%	283
					2.25%

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

**PROGRAM SUMMARY**



**2019 Business Plan**

**Headquarters Facility Shared Cost**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	60	Economic increases
Operating Expenses	66	Inflationary increases including contracted services and insurance
Operating Expenses	(187)	Utility savings
Operating Expenses	(110)	Remove one-time items - Customer Service Strategy and Plumbing Maintenance
Major Repairs & Renovations	(125)	Remove one-time items
Tangible Capital Assets - New	(147)	Remove one-time items
Tangible Capital Assets - Replacement	(2,642)	Remove one-time items
Tangible Capital Assets - Contribution from Reserve	1,883	Remove one-time items
	(1,202)	
	(1,202)	



# 2019 Business Plan

## Headquarters Facility Shared Cost

Detailed Cost of Program: (\$,000's)	2018	2019		
	Approved Budget \$	Base Budget \$	Program Change \$	Approved Budget \$
<b>Department Allocation</b>				
Chief Administrative Officer	93	84	11	95
Corporate Services:				
Human Resources	213	192	25	217
Information Technology	345	312	41	353
Legal Services	103	93	13	106
Legal Services - Provincial Offences Act (POA)	941	852	111	963
Legislative Services	109	99	13	112
Durham Emergency Management Office (DEMO)	53	48	6	54
Durham Regional Local Housing Corporation (DRLHC) - Property Management	116	105	13	118
Durham Regional Police Service	1,627	1,472	192	1,664
Durham Region Transit	69	63	8	71
Economic Development & Tourism	111	100	13	113
Finance	547	494	65	559
Financial Housing Services	88	80	10	90
Public Health	1,995	1,805	235	2,040
Planning	420	380	50	430
Regional Chair	67	60	8	68
Regional Council	193	174	23	197
Social Services:				
Children's Services	574	519	68	587
Family Services	335	303	39	342
Housing Services	123	112	14	126
Social Assistance	1,244	1,125	147	1,272
Utility Finance	315	285	37	322
Works:				
General Tax	605	548	71	619
Sanitary Sewerage System	1,050	949	124	1,073
Solid Waste Management	201	182	24	206
Water Supply System	1,050	949	124	1,073
<b>Total Allocated</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Headquarters Facility - Shared Cost

\$ 000's

#### Regional Headquarters

- |   |     |
|---|-----|
| ♦ One time increase in Personnel expenses resulting from upcoming staff retirement.   | 40  |
| ♦ One time increase in Elevator Maintenance & Repairs to purchase spare circuit boards (\$52k) and repair door seals (\$8k).  | 60  |
| ♦ Major Repairs & Renovations including lighting replacements for energy savings (\$100k), flooring repairs in main lobby (\$34k), display panels for chillers (\$29k), replacement of parking garage exit signs (\$29k), parking garage accessibility operators for doors (\$17k). | 209 |
| ♦ One time increase in the Contribution to the Reserve Fund to replenish additional draw in 2018 to address the budget shortfall for the parking garage recoating project (2018-COW-130).   | 637 |
|   | 946 |

#### Call Centre Operations

- |   |     |
|---|-----|
| ♦ One-time increase in Professional Services to complete the next phase of the Corporate Customer Service Strategy and Implementation Plan. | 100 |
|   | 100 |

#### Tangible Capital Assets

##### New

- |   |    |
|---|----|
| ♦ Electric vehicle charging station installation in parking garage. | 50 |
| ♦ Security cameras for elevators.                                   | 10 |
|   | 60 |

##### Additional Requirements: Replacement

- |   |       |
|---|-------|
| ♦ Elevator door operator replacements.  | 101   |
| ♦ South accessible parking lot reconstruction.  | 60    |
| ♦ Space Optimization and Master Accommodation Planning (Year 1 of 5).                 | 340   |
|   | 501   |
| ♦ Contribution from Reserve for Space Optimization and Master Accommodation Planning. | (113) |

388

448

#### Revenues

- |  |     |
|--|-----|
| ♦ Increase in Rental Revenues related to food services lease.            | (5) |
| ♦ Increase in Miscellaneous Revenues related to waste disposal contract. | (4) |
|  | (9) |

**Total Program Changes** **1,485**

**TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Headquarters Facility  
Shared Cost**

Description	Qty	Unit Cost	Total
-------------	-----	-----------	-------

**MACHINERY & EQUIPMENT**

1	Electric Vehicle Charging Station(s)	\$	\$ 50,000
2	Install Security Cameras in Elevators		10,000
			<u>60,000</u>

# TANGIBLE CAPITAL ASSETS - REPLACEMENT



**2019 Program Detail**

**Headquarters Facility  
Shared Cost**

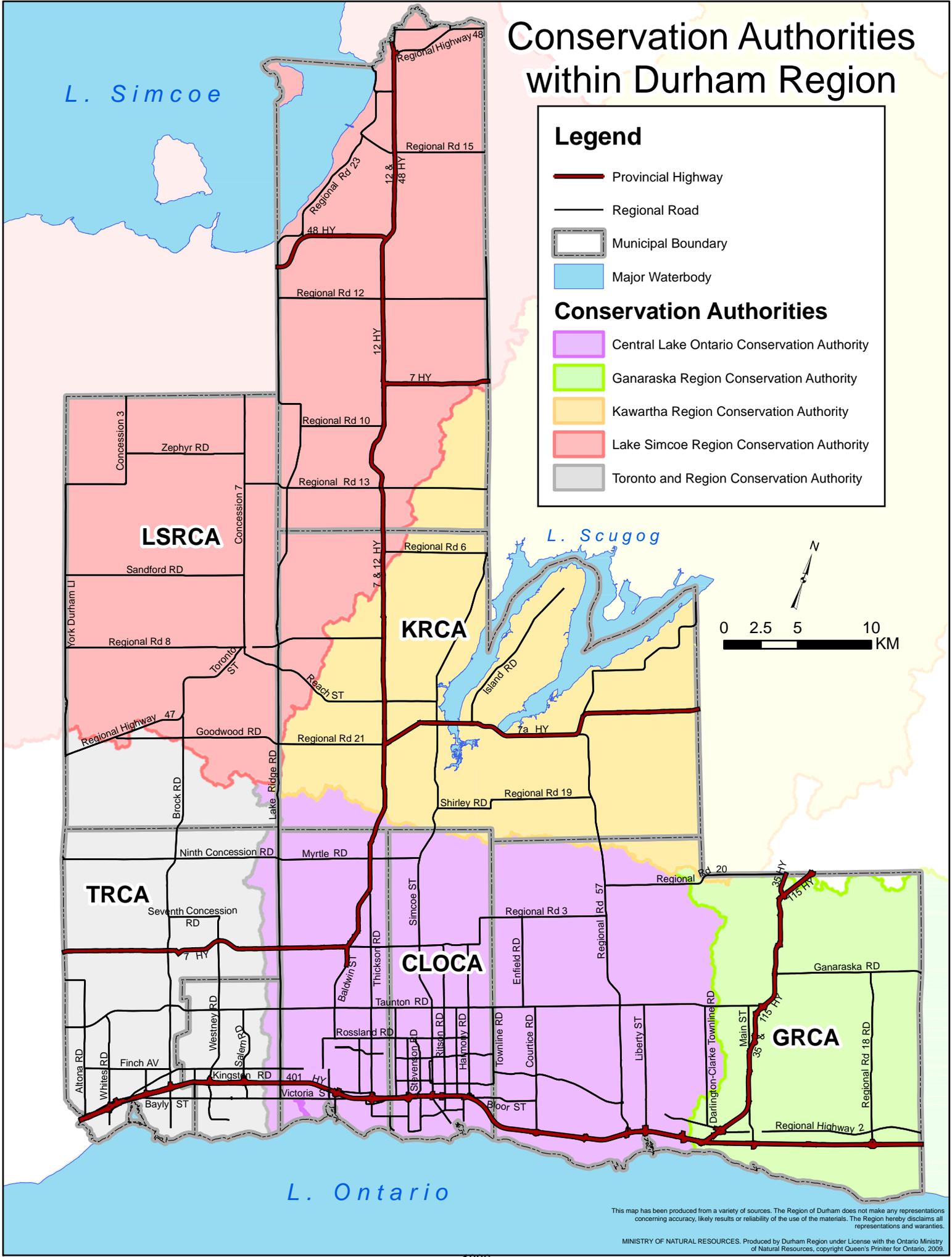
Description	Qty	Unit Cost	Total
		\$	\$
1 SBS Modified Bituminous Membrane Roofing Repairs			100,000
2 VoIP Handsets	125	400	50,000
3 Accessible Parking Lot Asphalt Replacement - POA			60,000
4 Elevator Door Operator Replacement			101,000
5 RHQ Space Optimization Project			340,200
			<b>651,200</b>

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

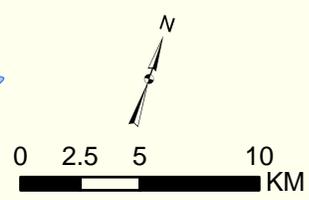
	<u>Page Number</u>
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# Conservation Authorities within Durham Region



## 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



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



### 2019 Business Plan

### Conservation Authorities

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Approved Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>					
Central Lake Ontario	3,872	3,872	3,969	-	3,969
Kawartha	604	604	619	3	622
Ganaraska Region	458	458	469	-	469
Toronto and Region	626	626	642	-	642
Lake Simcoe Region	255	255	264	(7)	257
<b>Operating Programs Subtotal</b>	<b>5,815</b>	<b>5,815</b>	<b>5,963</b>	<b>(4)</b>	<b>5,959</b>
<b>2 Special Benefiting Programs</b>					
Kawartha	141	141	143	-	143
Ganaraska Region	228	228	232	-	232
Toronto and Region	813	813	825	-	825
Lake Simcoe Region	471	471	476	(2)	474
<b>Special Benefiting Programs Subtotal</b>	<b>1,653</b>	<b>1,653</b>	<b>1,676</b>	<b>(2)</b>	<b>1,674</b>

## PROGRAM SUMMARY



### 2019 Business Plan

### Conservation Authorities

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Approved Budget
	\$	\$	\$	\$	\$
<b>3 Special One-Time Funding</b>					
Central Lake Ontario - Watershed Plan Update	100	100	100	-	100
Central Lake Ontario - Restoration Program	-	-	150	-	150
Recovery from Land Conservation and Protection Reserve Fund	-	-	(150)	-	(150)
Central Lake Ontario - Potential Contribution to Ontoro Watermain *	-	-	84	-	84
Recovery from Land Conservation and Protection Reserve Fund *	-	-	(84)	-	(84)
Kawartha - Watershed Planning Update - Water Resources	-	-	40	-	40
Kawartha - Website Design and Implementation	-	-	9	-	9
Kawartha - Digitization of Corporate Records	-	-	10	-	10
Ganaraska - Watershed Plan Update	50	50	-	-	-
Ganaraska - Enterprise Data Management Platform	-	-	35	-	35
Toronto and Region - Emerald Ash Borer	-	-	200	-	200
Recovery from Land Conservation and Protection Reserve Fund	-	-	(200)	-	(200)
Lake Simcoe - Scanlon Creek Operations Centre Renovation Project	39	39	-	-	-
<b>Special One-Time Funding Subtotal</b>	<b>189</b>	<b>189</b>	<b>194</b>	<b>-</b>	<b>194</b>

\* This contribution to CLOCA and the corresponding contribution from the reserve fund are dependant on the outcome of the petition and the construction of the watermain.

## PROGRAM SUMMARY



### 2019 Business Plan

### Conservation Authorities

By Program	2018		2019		
	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Approved Budget
(\$,000's)	\$	\$	\$	\$	\$
<b>4 Land Management Funding</b>					
Central Lake Ontario	85	85	85	-	85
Kawartha	15	15	15	-	15
Ganaraska Region	37	37	37	-	37
Toronto and Region	41	41	41	-	41
Lake Simcoe Region	22	22	22	-	22
<b>Land Management Funding</b>					
<b>Subtotal</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>200</b>
<b>5 YPDT Ground Water Management</b>					
Toronto and Region	175	175	175	-	175
<b>YPDT Ground Water</b>					
<b>Management Subtotal</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>175</b>
<b>Net Program Expenses</b>	<b>8,032</b>	<b>8,032</b>	<b>8,208</b>	<b>(6)</b>	<b>8,202</b>



# 2019 Business Plan

## Central Lake Ontario Conservation Authority

By Program (\$,000's)	2018		2019		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Approved Budget \$
<b>1 Operating Programs</b>	3,872	3,872	3,969	-	3,969
<b>3 Special One-Time Funding</b>					
Central Lake Ontario - Watershed Plan Update	100	100	100	-	100
Central Lake Ontario - Restoration Program	-	-	150	-	150
Recovery from Land Conservation and Protection Reserve Fund	-	-	(150)	-	(150)
Central Lake Ontario - Potential Contribution to Ontoro Watermain *	-	-	84	-	84
Recovery from Land Conservation and Protection Reserve Fund *	-	-	(84)	-	(84)
<b>Special One-Time Funding Subtotal</b>	100	100	100	-	100
<b>4 Land Management Funding</b>	85	85	85	-	85
<b>Net Program Expenses</b>	<b>4,057</b>	<b>4,057</b>	<b>4,154</b>	<b>-</b>	<b>4,154</b>

\* This contribution to CLOCA and the corresponding contribution from the reserve fund are dependant on the outcome of the petition and the construction of the watermain.

# Central Lake Ontario Conservation

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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 Healthy 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 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 (2018-2023)**

<b>OPERATIONS BUDGET</b>	<b>2018</b>	<b>2018 Forecast</b>		<b>2019 Forecast</b>		<b>2020 Forecast</b>		<b>2021 Forecast</b>		<b>2022 Forecast</b>		<b>2023 Forecast</b>	
	Approved by Region	Region's Cost	Total Cost										
<b>Base Operations</b>	<b>3,822,158</b>	<b>3,822,158</b>	<b>7,255,485</b>	<b>3,822,158</b>	<b>6,802,235</b>	<b>3,918,962</b>	<b>6,973,065</b>	<b>4,018,186</b>	<b>7,147,231</b>	<b>4,119,890</b>	<b>7,326,043</b>	<b>4,224,138</b>	<b>7,507,409</b>
<b>Children's Watershed Festival</b>	<b>50,000</b>	<b>50,000</b>	<b>130,950</b>	<b>50,000</b>	<b>135,000</b>	<b>50,000</b>	<b>137,600</b>	<b>50,000</b>	<b>141,200</b>	<b>50,000</b>	<b>144,600</b>	<b>50,000</b>	<b>150,000</b>
Assessment Grow (Base)				48,402	86,715	49,612	88,883	50,852	91,105	52,124	93,383	53,427	95,718
Economic Adjustment (Base)				48,402	86,715	49,612	88,883	50,852	91,105	52,124	93,383	53,427	95,718
Adjustment of CVA Apportionment													
Special Needs													
<b>TOTAL</b>	<b>3,872,158</b>	<b>3,872,158</b>	<b>7,386,435</b>	<b>3,968,962</b>	<b>7,110,665</b>	<b>4,068,186</b>	<b>7,288,431</b>	<b>4,169,890</b>	<b>7,470,641</b>	<b>4,274,138</b>	<b>7,657,409</b>	<b>4,380,992</b>	<b>7,848,845</b>

**Capital Forecast per Individual Authority**

**CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY**

CAPITAL	2018 Budget		2019 Budget		2020 Budget		2021 Budget		2022 Budget		2023 Budget	
	Region's Cost	Total Cost										
Waterhshed Plan 5 Year Updates (Oak Ridges Moraine Conservation Plan)	100,000	100,000	100,000	100,000	0	0	0	0	0	0	0	0
Sub-total	100,000	100,000	100,000	100,000	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
Environmental Restoration Project (2019-2023)	0	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Sub-total	0	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Land Management Funding	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Sub-total	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Special Benefiting-Comprehensive CA Master Plan	0	0	40,000	40,000			0	0	0	0	0	0
Sub-total	0	0	40,000	40,000	0	0	0	0	0	0	0	0
National Disaster Mitigation Program: Corbett Creek Floodplain Mapping	0	0	25,000	100,000			0	0	0	0	0	0
Sub-total	0	0	25,000	100,000	0	0	0	0	0	0	0	0
National Disaster Mitigation Program: Flood Forecasting - Gauging Improvements	0	0	38,275	76,550	0	0	0	0	0	0	0	0
Sub-total	0	0	38,275	76,550	0	0	0	0	0	0	0	0



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Email: [mail@cloca.com](mailto:mail@cloca.com)

**Member of Conservation Ontario**

December 19, 2018

CLOCA IMS: AFNB46

Mrs. Nancy Taylor  
Commissioner of Finance and Treasurer  
The Regional Municipality of Durham  
605 Rossland Road East, PO Box 623  
Whitby, ON L1N 6A3

Dear Mrs. Taylor:

**Subject: 2019 CLOCA Levy Submission**

CLOCA is pleased to submit its 2019 Levy Submission. CLOCA Board Members, at a meeting on November 20, 2018, considered the attached Staff Report #5612-18 and adopted the following resolution:

**Auth. Res. #82/18, of November 20, 2018**

*“THAT Staff Report #5612-18 be received;  
THAT the 2019 Preliminary Operating Levy Submission and Special Municipal Land Management Levy Submission totalling \$4,053,960, and the Special Capital Requests for the following be approved for circulation to the Region of Durham:*

- 1. \$150,000 for the CLOCA Environmental Restoration Project*
- 2. \$100,000 for Year 2 of CLOCA Watershed Plan 5-Year Update*
- 3. \$40,000 for the Conservation Areas Master Plan*
- 4. \$25,000 for the Corbett Creek Floodplain Mapping and Drainage Study*
- 5. \$38,275 for the CLOCA Flood Forecasting System Upgrades; and*

*THAT the Region is requested to provide a one-time Special Levy in the amount of \$84,472.48 to fund CLOCAs portion of the cost for a watermain on Ontoro Boulevard and Range Road in the event the CLOCA Board decides to support the petition and the petition is subsequently successful.”*

**CARRIED**

In summary, CLOCA’s General Operating and Special Levy Submissions consist of the following:

General Operating Levy	\$3,917,710.00
General Operating Levy – Children’s Watershed Festival	\$51,250.00
Special One-time Municipal Levy – Watermain Petition	\$84,472.48
Special Municipal Levy – CA Land Management (funded from Regional Land Acquisition Reserve)	\$85,000.00
<b>TOTAL</b>	<b>\$4,138,432.48</b>

Cont’d.....2

*What we do on the land is mirrored in the water*



## Central Lake Ontario Conservation

Mrs. Nancy Taylor, Commissioner of Finance and Treasurer  
The Regional Municipality of Durham

December 19, 2018  
Page 2

As referenced in the approved resolution, the one-time funding for the watermain construction at Ontoro Boulevard and Range Road is contingent upon the CLOCA Board supporting a petition for this purpose and the petition being successful. Accordingly, if the petition is not successful, the one-time Special Levy would not be required.

### **Special Capital Levy Requests**

Five Special Capital Requests are included in the 2019 budget submission. The five capital projects are all specifically identified in CLOCA's Strategic Plan and are as follows:

1. **Environmental Restoration Project**
2. **Watershed Plan Updates (Phase 2)**
3. **Conservation Land Master Plan**
4. **Corbett Creek Floodplain Mapping Update**
5. **Flood Forecasting System Upgrades**

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. Please do not hesitate to contact me if you have any questions. Thank you for your continued support.

Sincerely,



Chris Darling, MCIP, RPP  
**Chief Administrative Officer**

CD/ms

Attach:

1. Staff Report and details on Special Capital Levy Requests
2. Five Year Operating and Capital Forecasts

cc: Nicole Pincombe, Region of Durham  
Don Mitchell, Chair, Central Lake Ontario Conservation Authority



# REPORT

## CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY

DATE: November 20, 2018  
FILE: AFNB46  
S.R.: 5612-18  
MEMO TO: Chair and Members, CLOCA Board of Directors  
FROM: Rose Catulli, Director of Corporate Services  
SUBJECT: **2019 Preliminary Budget and Levy Submission**

APPROVED BY C.A.O. \_\_\_\_\_

The formulation of the 2019 preliminary budget involved the consideration of the current budget, programming requirements, alignment with CLOCA's Strategic Plan priorities and actions and the anticipated budget direction guidelines from the Region of Durham. The Region of Durham has not yet released their 2019 Operating Budget Guidelines for Conservation Authorities. CLOCA's 2019 Preliminary Operating Levy Submission is an increase of 2.5% from last year and is in keeping with historic Guidelines from the Region of 2.5%.

As supported by Regional Staff, the Children's Watershed Special Municipal Levy is now included in the General Operating Levy. The Special Municipal Levy for land management expenses, established last year, continues to be Special Municipal Levy as summarized as follows:

	2019	2018
General Levy	\$3,968,960	\$3,822,155
Special Municipal Levy - Children's Watershed Festival		\$50,000
Special Municipal Levy - CA Land Management	\$85,000	\$85,000
	<u>\$4,053,960</u>	<u>\$3,957,155</u>

CLOCA's 2019 preliminary operating budget is similar to the approved 2018 budget. Variations from the 2018 budget include the following:

### Revenue (Attachment 1):

We anticipate that self-generated revenue from plan review and regulation application fees will remain relatively consistent with 2017/2018. Plan review for 2019 will include significant work related to the Columbus Sub-watershed Study Phase 2 and the commencement of draft plan of subdivision applications for the Brooklin Secondary Plan Area in the Town of Whitby. Revised fee schedules for Planning and Regulation Services have been budgeted based on the recommended 4.5% increase for 2019 as recommended in S.R. 5605-18.

The 2019 Federal Grant funding is budgeted lower this year due primarily to the funds received in 2018 to complete the Canada 150 project at Heber Down CA and the McLaughlin Bay Restoration Project.

The 2019 budgeted reserve transfer of \$23,375 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 (-\$38,225).

Cont'd

The decrease in the budgeted Other Revenue for 2019 - \$855,100 (2018 - \$1,003,200) is attributed to the YPDT program; in 2018 the program received \$115k in additional funding from the Source Water Protection program for mapping completed by GIS contract staff and consulting services.

**Cost and Expenditures (Attachment 2):**

Materials & Supplies are expected to decrease during 2019 mainly due to the completion of the BioBlitz program (\$6k), McLaughlin Bay Restoration Project (\$8k), relocation of the HDCA entrance (\$14,500) and various other conservation area improvements.

Expenditures related to Services is budgeted to be lower in 2019 due to a higher number of special one-time projects being completed in 2018 including:

- Compensation/Pay Equity Review (\$30k);
- Communication campaign (\$8k) as per the strategic plan;
- Completion of the McLaughlin Bay Restoration Project (\$20k);
- Completion of the Port Darlington Shoreline Study (\$25k);
- Source Water Protection program consulting services for the YPDT program (\$80k).

Construction contracts budgeted for 2019 include a new maintenance yard lean to (\$25k) for equipment storage and a living wall (\$5k) at the Enniskillen CA and a new picnic shelter (\$50k) at the Heber Down CA.

Attachments 1 & 2 provide Revenue and Cost & Expenditure line items as well as additional information on budget variations that are over 20% from last year's budget.

**Operating Budget Pressures**

Starting in 2019, the Canada Pension Plan (CPP) will be gradually enhanced. From 2019 to 2023, the contribution rate for employees and employers will gradually increase by one percentage point (from 4.95% to 5.95%) on earnings between \$3,500 and the original earnings limit.

The 2019 cost of living increase for staff salaries is 1.95%.

The salary review will have budget implications once completed and approved by the Board of Directors.

**Special Capital Levy Funding Submissions**

Five Special Capital Levy Funding Projects are included in the 2019 budget submission to the Region. The following five capital projects are all specifically identified in CLOCAs Strategic Plan and are described in detail in the attachments:

<b>Project</b>	<b>2019 Budget Submission</b>	<b>Details in contained Attachment #</b>
Environmental Restoration Project	\$150,000	3
Watershed Plan Updates	\$100,000	4
Conservation Land Master Plan	\$40,000	5
Corbett Creek Floodplain Mapping Update	\$25,000	6
Flood Forecasting Stream Gauge Improvements	\$38,000	7

Cont'd

**Next Steps**

A final budget report will be brought forward in 2019 to the Board once CLOCA approves the 2019 fee schedule and the Region has approved the General Levy and Special Capital request.

**RECOMMENDATIONS:**

*THAT Staff Report #5612-18 be received; and,*

*THAT the 2019 Preliminary Operating Levy Submission and Special Municipal Land Management Levy Submission totalling \$4,053,960, and the Special Capital Requests for the following be approved for circulation to the Region of Durham:*

- 1. \$150,000 for the CLOCA Environmental Restoration Project*
- 2. \$100,000 for Year 2 of CLOCA Watershed Plan 5-Year Update*
- 3. \$40,000 for the Conservation Areas Master Plan*
- 4. \$25,000 for the Corbett Creek Floodplain Mapping and Drainage Study*
- 5. \$38,275 for the CLOCA Flood Forecasting System Upgrades*

ATTACH.

RC/bb  
s:\reports\2018\sr5612\_18.docx

# Attachment 1

Central Lake Ontario Conservation Authority						
	2019 Budget	2018 Budget	% change	Budget Variance Note	Oct 31, 2018 Actual	2017 Actual
<b>Revenue</b>						
General Levy	3,968,960	3,822,155	3.84%		2,866,616	3,728,933
Municipal Special Levy	187,500	207,500	-9.64%		102,126	50,000
MNR Transfer Payment	125,000	125,000	0.00%		124,833	124,833
Other Grants Federal	7,200	37,900	-81.00%	A	79,284	226,687
Other Grants Provincial	6,000	10,200	-41.18%	B	4,000	6,196
Other Revenue	855,100	1,003,200	-14.76%	C	900,416	1,232,400
Other Grants	-	6,000	-100.00%	D	-	-
Reserve Transfer	(23,375)	(22,600)	3.43%		-	8,771
Deferred Revenue	32,000	214,495	-85.08%	E	-	50,314
Interest Earned	25,250	20,750	21.69%	F	31,857	32,856
Insurance Proceeds	-	-	0.00%		-	3,200
Administrative Services	27,500	27,000	1.85%		10,363	33,712
Maple Syrup Sales	35,000	35,000	0.00%		42,704	35,795
Merchandise Sales	14,000	13,500	3.70%		14,593	13,999
Maple syrup sales office	7,000	6,500	7.69%		5,559	6,961
Pay & Display	102,000	117,500	-13.19%		113,480	117,880
Seasons Passes	15,000	13,000	15.38%		17,976	16,855
Gate Fees	41,000	55,000	-25.45%	G	55,131	40,273
Donations	121,000	116,000	4.31%		79,583	117,792
Community Pancake sales	30,000	26,670	12.49%		38,786	30,662
Cloca Days Pancake sales	3,800	3,800	0.00%		3,796	3,973
Property Rental	58,680	58,015	1.15%		53,673	58,015
Facility Rental Fees	8,000	8,000	0.00%		19,204	18,216
Commercial Rent Signs	7,200	7,200	0.00%		7,233	7,233
Education Fees	66,000	66,000	0.00%		69,331	72,277
Maple Syrup Tours	10,000	10,000	0.00%		12,720	12,272
Map Sales	5,000	5,000	0.00%		5,905	9,190
Property Inquiry Fee	20,000	20,000	0.00%		24,260	25,010
Sandbox Demo	-	-	0.00%		1,389	400
Consulting Revenue	7,200	25,000	-71.20%	H	34,344	-
Regulations 42/06 Permit	380,000	380,000	0.00%		390,910	376,055
Plan Review Fees	785,000	785,000	0.00%		569,815	781,535
Fill Sites Large Application Fees	75,000	75,000	0.00%		-	47,880
Rental Recovery	108,650	108,650	0.00%		96,588	111,271
	<b>7,110,665</b>	<b>7,386,435</b>			<b>5,776,476</b>	<b>7,401,446</b>

## Budget Variance Notes

A	Federal Grants	The 2019 Federal Grant funding is lower due primarily to the funds received in 2018 to complete the Canada 150 project at Heber Down CA and the McLaughlin Bay Restoration Project.
B	Provincial Grants	Additional Provincial Low Water Funding (\$4k) received in 2018
C	Other Revenue	In 2018, the YPDT program received \$115k in additional funding from the Source Water Protection program for mapping completed by GIS contract staff and consulting services.
D	Other Grants	\$6k was received in 2018 for the BioBlitz program
E	Deferred Revenue	Deferred Revenue for 2019 consists only of YPDT program (\$32k). 2018 Deferred Revenue consisted of the YPDT program, McLaughlin Bay Restoration, West Whitby Plan Review and head office maintenance.
F	Interest Earned	The Bank of Canada continues to raise interest rates (4 times in the last 12 months); the interest earned revenue has been increased to reflect these rate changes.
G	Gate Fees	The Purple Woods Maple Syrup Festival Gate Fees fluctuate annually based on weather conditions; a conservative approach has been adopted for the preliminary budget.
H	Consulting Revenue	Consulting Revenue can be attributed to the YPDT program; 2019 consulting revenue is expected to decrease.

## Attachment 2

	2019 Budget	2018 Budget	% change	Budget Variance Note	Oct 31, 2018 Actual	2017 Actual
<b>Cost and Expenditures</b>						
Salaries & Wages	4,318,900	4,335,450	-0.38%		3,002,621	4,017,233
Benefits	1,103,725	1,126,700	-2.04%		808,328	1,048,086
Office Supplies	6,350	6,600	-3.79%		5,809	4,620
Future Benefit Expense	10,000	20,000	-50.00%	I	15,000	5,000
Staff Mileage	15,400	17,900	-13.97%		9,052	15,797
Administration Expense	27,500	27,000	1.85%		9,938	32,779
Course Registration	43,400	50,700	-14.40%		37,866	29,451
Members Per Diems	8,500	8,500	0.00%		3,800	7,200
ACAO Levy	32,550	31,125	4.58%		31,115	29,571
Postage	2,400	2,390	0.42%		2,071	1,918
Materials & Supplies	116,950	161,075	-27.39%	J	108,373	129,997
Publications & Subscriptions	44,895	40,745	10.19%		28,525	27,920
Printing	10,000	12,000	-16.67%		6,629	8,441
Software	51,200	58,200	-12.03%		38,221	50,345
Services	296,215	445,470	-33.51%	K	378,972	423,728
Fuel	31,700	31,700	0.00%		27,149	28,370
Promotion	1,000	1,100	-9.09%		3,012	1,525
Transportation	14,000	14,000	0.00%		-	13,877
Small Tools	3,000	3,000	0.00%		600	1,566
Water Sample Testing	37,700	27,500	37.09%	L	17,643	30,190
Uniform Purchases	7,300	5,300	37.74%	M	6,759	6,781
Telephone	15,975	15,825	0.95%		11,174	16,049
Hydro	41,650	41,650	0.00%		25,227	36,234
Alarm	3,975	3,975	0.00%		3,862	3,862
Water	4,500	4,500	0.00%		3,657	4,150
Gas	12,000	12,000	0.00%		9,930	11,377
Cellular	20,605	20,605	0.00%		12,672	18,230
Travel	22,860	30,110	-24.08%	N	17,302	27,976
Taxes	47,105	41,720	12.91%		37,585	39,394
Insurance	73,895	72,215	2.33%		72,400	69,967
Legal Fees	65,000	65,000	0.00%		68,328	65,696
Audit Fees	24,500	24,500	0.00%		22,737	22,038
Bank Service Charges	9,300	9,210	0.98%		8,220	8,863
Licence	2,000	2,000	0.00%		3,314	1,834
Land Acquisition	-	-	0.00%		29,479	-
Permit/Approval Fees	-	-	0.00%		-	550
Donation	7,400	7,200	2.78%		8,689	8,739
Payroll Processing Fees	8,275	8,300	-0.30%		5,808	8,015
Pay & Display Software Monitoring Fees	4,950	4,645	6.57%		3,704	3,340
Construction Contracts	87,500	61,300	42.74%	O	46,301	313,674
Consultant	-	-	0.00%		28,586	-
Office Services (YPDT Rent)	16,600	16,250	2.15%		16,579	16,249
Purchases for Resale (PWGWF)	10,000	10,000	0.00%		9,342	9,733
Equipment	233,815	294,325	-20.56%	P	112,315	257,737
Vehicle Purchases	50,225	49,000	2.50%		32,310	53,953
Equipment Rental	22,000	23,300	-5.58%		17,725	22,408
Vehicle Recovery	98,600	98,600	0.00%		86,054	100,714
Equipment Recovery	10,050	10,050	0.00%		10,534	10,557
Bulk for Resale (Maple Syrup)	15,200	14,700	3.40%		11,488	10,299
Pancake Group Expenses	20,000	19,000	5.26%		22,838	19,144
	<b>7,110,665</b>	<b>7,386,435</b>			<b>5,279,640</b>	<b>7,075,177</b>
Surplus(Deficit) from Operations	<b>0</b>	<b>0</b>			<b>496,835.72</b>	<b>326,268</b>

## Budget Variance Notes

I	Future Benefit Expense	The YPDT program has been accruing additional funds every year to fund their post-retirement health care benefits.
J	Materials & Supplies	Materials & Supplies are expected to decrease during 2019 mainly due to the completion of the BioBlitz program (\$6k), McLaughlin Bay Restoration Project (\$8k), relocation of the HDCA entrance (\$14,500) and various other conservation area improvements.
K	Services	Special one-time projects were completed in 2018 such as the Compensation/Pay Equity Review (\$30k); communication campaign (\$8k) as per the strategic plan; completion of the McLaughlin Bay Restoration Project (\$20k); completion of the Port Darlington Shoreline Study (\$25k); the YPDT program received \$80k in additional funding from various programs including the Source Water Protection program for consulting services.
L	Water Sample Testing	The cost for water sampling is budgeted higher to reflect CLOCA's enhanced water sampling program.
M	Uniform Purchases	The Uniform budget has increased slightly to reflect inflationary pressures and additional contract staff.
N	Travel	The Travel budget has decreased to reflect actuals over the last 2 years.
O	Construction Contracts	Construction budgeted for 2019 include a new maintenance yard lean to (25k) for equipment storage and a living wall (\$5k) at the Enniskillen CA and a new picnic shelter (\$50k) at the Heber Down CA.
P	Equipment	An additional \$50k was budgeted in 2018 for the main office renovations and replacement of the main office carpeting.

## Environmental Restoration Project

### Introduction

CLOCA's staff have extensive knowledge about the natural features, functions and conditions of our watersheds. CLOCA works daily; monitoring, assessing and reporting on watershed conditions, and this information is regularly shared with municipalities and the broader watershed community. This knowledge underpins much of CLOCA's work significantly supporting CLOCA's on-going watershed management program, including our commitment to protecting, preserving and enhancing our watersheds. We continue to advance our watershed science and knowledge furthering our understanding of watershed health. It is this work that is vital in identifying, undertaking and achieving successful restoration and stewardship projects. To date, restoration and enhancement projects have been limited, being undertaken primarily to optimize grant funding opportunities. Unfortunately, this approach is restoration for the sake of funding; with a co-benefit being ecological restoration. To advance watershed health and combat the stressors of growth and climate change and to improve watershed health, a greater commitment to undertake restoration projects is required.

CLOCA has been reporting on watershed conditions for many years and restoration priorities have been identified. The establishment and implementation of a restoration project will fulfill a number of key strategic plan objectives and improve watershed health. The time is now to invest in a CLOCA restoration project. With committed funding for 5 years CLOCA staff can undertake priority restoration projects that will provide ecological benefit and overall watershed health. The objective of the restoration project is to actively conduct restoration and enhancement throughout the watershed in support of achieving watershed health objectives and mitigating the impacts of growth & climate change. This requires dedicated staffing resources to plan and implement restoration work and to foster long lasting partnerships with funders, agencies and landowners.

### Rationale for Project

CLOCA's municipalities recognize the importance of protecting, enhancing and restoring our watershed resources as a fundamental component in which healthy and sustainable communities are achieved. This is further supported by Durham's commitment that "By 2019 Durham Region will have a healthier environment that is more resilient, adaptable and sustainable". How are we to achieve this commitment when watershed conditions in CLOCA are struggling as identified in CLOCA's 2018 Watershed Report Card where surface water quality and forest conditions ranged from very poor to fair?

CLOCA's Strategic Plan identifies that restoration efforts be directed: to protect, restore and enhance watershed health; to implement plans and actions to protect water resources; and to apply new technologies and share this knowledge with stakeholders and residents. In recent years, CLOCA has completed several reports and studies which identify and prioritize restoration and enhancement opportunities, techniques and projects. The Riparian Restoration Action Plan, the In-Stream Barrier Action Plan, the Wildlife Corridor Enhancement Plan and the Flood Risk Assessment Report are just some examples of the work that CLOCA has completed that identify and prioritize restoration actions, many of which are ready to be initiated. These reports provide the foundation on which a restoration project can be fully integrated and implemented within CLOCA's business model.

CLOCA's watersheds are stressed and with anticipated growth, landscape changes and climate change, watershed health will continue to weaken. As documented in our watershed plans (2012-2013) protecting only **existing** natural features and functions will not be enough to sustain watershed health. Work on restoring and enhancing habitats is required to improve our watersheds and to help the Region achieve a healthier and sustainable environment. Soon there will be more than ½ million people living in CLOCA's watershed and this increase in growth can result in watershed impacts which will be exacerbated by a changing climate. It is acknowledged that impacts associated with growth and a changing climate can be offset, in part, through ecological restoration and enhancement projects such as wetland enhancement, use of LIDs, improving ecological connectivity and restoration of riparian areas. Using the example of restoring riparian areas, some of the benefits for the Region, local Municipalities and watershed health are explained below.

In 2016, the number of people living in CLOCA's watershed is 367,000 (2016 Census). By 2031, this will increase to 505,000.

Vegetated riparian areas provide filtration services which help to remove contaminants; reducing the amount of pollution entering our streams and ultimately to Lake Ontario, the source of our drinking water. Reports show that a 10% increase in natural cover results in a 20% savings to water treatment costs. Natural areas also contribute to climate regulation, improving air quality, supports pollination and provides recreational and aesthetic values. These values are reported to be worth \$5414.00/hectare/year (CLOCA, 2017).

Growth will place additional pressures on our water resources, impacting the volume and quality of surface water runoff. This will be exacerbated by the increased precipitation identified in Durham's climate change modelling. Restoring riparian areas plays a significant role in mitigating high water levels associated with increased precipitation and storm events, protecting downstream properties and critical infrastructure such as roads, bridges, water and sanitary sewers from damaging floods and erosion. This is an important consideration in the Lynde Creek Watershed where the second largest flood damage centre in CLOCA is located at Hwy 401 and Lynde Creek. With new development and growth advancing further up our watersheds, green infrastructure such as restored riparian areas help to infiltrate and filter stormwater, reducing and slowing down surface water entering our creeks and assist in reducing the extent of stormwater infrastructure required to support growth.

The impacts of climate change and ongoing growth will continue to exert pressures on watershed health, and it is important that our watershed resources are managed in advance of these impacts. A restoration project with dedicated resources will enable CLOCA to conduct work which will mitigate the impacts of growth and climate change and support our municipal partners to achieve their commitments to protect, restore and enhance our watershed resources.

## **Recommendation**

Restoration, enhancement and stewardship are an integral component of conservation work. However, improvements in watershed health through restoration and enhancement efforts have been limited and are not keeping pace with need. As CLOCA's 2018 Watershed Report Card identified, the quality of surface water and forest conditions are not good. With increased growth pressures and a changing climate, the condition of the health of our watersheds will be further challenged. Restoration services are an important tool in sustaining watershed health, protecting important municipal infrastructure, and reducing risk associated with flooding and erosion.

The restoration project will implement restoration projects, apply for funding, prepare progress reports and foster long term partnerships with watershed businesses, community organizations and landowners. With a 5- year funding commitment, CLOCA can initiate a restoration project that will have an overall ecological benefit, improve watershed health and work to mitigate the impacts of growth and climate change. An investment of \$150,000 a year (\$750,000 over 5 years) is required to secure a restoration specialist and provide for some capacity for CLOCA to offer start-up funding; often necessary to leverage additional funding. This annual investment will support the Region and CLOCA in achieving our corporate strategic objectives and will start to secure ecological gains and improve watershed health.

Investment in a 5 year restoration project at CLOCA is financially sensible, as it supports reduction of hazards and risks associated with overland flooding and erosion, offers numerous ecological benefits which improve overall watershed health including improving air quality, water quality, and habitat diversity, and will support our municipal partners in working towards achieving healthy and resilient communities. Healthy watersheds support healthy communities. The adoption of a restoration project supports municipal objectives to achieve an environment that is resilient to the stress and pressures associated with growth and climate change.

The state of CLOCA's watershed health is declining. Continued growth and the impacts of climate change on watershed resources will not improve overall conditions. CLOCA has the knowledge necessary to undertake restoration projects that will have significant ecological benefits to watershed health. The adoption of a 5-year restoration project will improve watershed conditions and mitigate the impacts of growth and climate change. CLOCA is ready to implement a restoration project and with financial support from the Region this work can get underway in 2019.

## **Year 2 of CLOCA Watershed Plan 5 Year Update**

In 2018, CLOCA received funding from Durham Region for year one of a two-year project to update CLOCA's Watershed Plans. Work on reviewing and updating the Watershed Plans was initiated in 2018. Renewal of mapping and modelling commenced using data collected through CLOCA's Integrated Watershed Monitoring Program. Changes to numerous legislative documents which will have a role in shaping watershed planning were reviewed, and work on assessing climate change adaptation and mitigation measures is well underway. CLOCA has been pursuing a funding opportunity to establish a multi-stakeholder partnership that will undertake climate modelling, work which will inform climate change adaptation throughout the watershed and Durham Region.

In 2018 a significant amount of public and agency engagement has been conducted, including meetings with 6 local municipalities, the Region of Durham, Ministry of Natural Resources and Forestry and consultation with Indigenous and Metis groups as well as local environmental and agricultural committees. Four public information centres have been hosted and staff have attended a number of "pop-up" sessions at community locations and festivals. Other consultation tools developed include an on-line survey with approximately 80 submissions received to date and a web-based Story map. The on-line survey and Story map are important components of our engagement at the PICs. These tools are available on CLOCA's website. Also available are the fact sheets prepared for each of the 4 watersheds.

Work in 2019 will focus on completing the assessment of change within the watershed and evaluation of watershed targets, development of climate change policies and recommendations, review of the effectiveness of the implementation of watershed recommendations over the last 5 years with successes and improvements identified. Information collected during the 2018 consultation and engagement sessions will be given full consideration in the formulation of new or revised watershed plan policies and recommendations. Additional and follow-up engagement sessions may be held with interested organizations, agencies and responsible authorities. 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 municipal conformity exercise.

Simultaneously working on all 4 watershed plans and utilizing existing staff resources where possible has offered considerable efficiencies. The work completed in 2018 and to be conducted in 2019 require a full-time contract position. With the Region's funding support in 2018 a full-time contract staff person was hired. Continuation of this contract is necessary to ensure the watershed plan update remains on target for completion in 2020. CLOCA is making a capital funding submission of \$100,000 in 2019 to facilitate continuation of the full-time contract position; a position necessary to undertake the work required to ensure the watershed plan updates are completed in 2020.

## **Conservation Lands Master Plan**

CLOCA owns 2,713 ha of conservation landholdings spread strategically across our jurisdiction. These lands play an important role in the Region's greenspace network helping to sustain critical natural resources including water quantity and quality, streams, wetland, valleys, woodlands, and wildlife habitat. These resources in turn support the ecological services that the Region relies upon, including clean drinking water, clean air, habitat diversity, climate change resilience, and natural areas offering outdoor recreational opportunities enjoyed by residents.

We need to ensure that our conservation areas continue to play a vital role in the Regions greenspace network now and in the future. To achieve this, we must prepare for the pressures that growth and climate change will have on our conservation lands; ensuring that these areas can continue to provide visitors with unique experiences in nature and provide for the ecological services that are the backbone of our healthy and resilient communities.

Comprehensive reviews of CLOCA's conservation land programming are over 25 years old and no longer adequately address the significant pressures experienced today; urban growth, changing demographics, changing demands for access to nature, and climate change. Recently, urban expansion and increasing populations have placed greater pressure on the watershed's natural resources and have resulted in the number of visitors using CLOCA's Conservation Areas to increase appreciably (up to 100,000/year at some of CLOCA's conservation areas). CLOCA must be confident that our conservation landholdings can continue to protect the Region's critical natural resources and that these areas can accommodate recreational and education services that are in line with the needs of Durham Region's current and future residents. To properly assess and evaluate current and future needs, CLOCA has initiated the development of an overarching **Conservation Lands Master Plan** that will allow us to anticipate future demands on our conservation lands so that we can respond accordingly to prioritize and appropriately plan for conservation land related activities. This work will help to identify and encourage new and creative funding mechanisms to support the implementation of this Master Plan. To complete this work, CLOCA needs to conduct:

- an internal review of all conservation land related programming and services;
- a future outdoor recreation trend analysis and watershed population demographic assessment;
- a municipal greenspace and community needs assessment;
- a future conservation land needs assessment that reflects the findings from the above assessments; and
- engagement with municipal partners, stakeholders, and the public to ensure that our conservation lands planning is aligned with our broader community needs

## **Strategic Plan Alignment**

Completion of the Conservation Lands Master Plan will directly work to address a number of very specific action items related to conservation land management that have been identified within the CLOCA Strategic Plan. In addition, the outcomes are expected to directly support and align well with many of the themes and goals outlined in the Durham Region Strategic Plan and our other municipal partner's strategic plans, including:

- healthy environment and sustainable communities;
- active, healthy, safe communities with high quality of life;
- building resiliency across the region to mitigate and adapt to climate change;
- support a diversified economy that capitalizes on opportunities to make Durham Region a premiere destination;
- improve community infrastructure (natural and built);
- develop and leverage relationships; and
- demonstrate good governance and value for the tax dollar.

## **Capital Funding Submission**

As part of the Region's 2018 budget process, CLOCA submitted a capital funding request to support this project over 2 years (Phase 1 in 2018 for \$10,000 and Phase 2 in 2019 for \$40,000). Unfortunately, this request was not funded by Durham Region at the time. CLOCA identified this as a high priority project that could not be delayed. As such, CLOCA funded Phase 1 work by diverting \$10,000 of the revenues from conservation area parking fees; money

normally spent on direct management and operation of the conservation areas. Work conducted on the first phase of this project, which was supported by the retention of a consultant, included:

- gaining an understanding of who our current conservation area users are through public engagement, trail counters, and surveys;
- conducting a demographics assessment to better understand who will make up our future users;
- initiating an outdoor recreational needs assessment to determine what the trends are for outdoor recreation to inform future programming and infrastructure needs;
- initiating a municipal needs assessment to determine where there are synergies between CLOCA and municipal priorities when it comes to greenspace protection and outdoor recreation; and
- undertaking engagement initiatives with municipal partners, decision makers, stakeholders, active conservation area visitors, and public to ensure the final master plan reflects the views and opinions of the broader community.

Consulting services will continue to be required in 2019 so that Phase 2 of the project can be completed. Phase 2 work will:

- finalize the assessments initiated in Phase 1;
- complete all engagement requirements for the project and ensure the results of this engagement are reflected in the Master Plan;
- use the knowledge gained through the Phase 1 assessments, undertake a conservation lands needs assessment to 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 Durham Region's natural areas and consequently, our watershed resources are adequately protected; and
- develop and finalize the Conservation Lands Master Plan. This plan will make recommendations on future land needs/programs/services and provide cursory budgets and timelines. In addition, recommendations will identify what improvements are needed within our conservation land programming and services to address the current and future needs of our communities and will include the anticipated cost of these improvements.

Phase 2 of the project will be undertaken in 2019 at a cost of \$40,000.

## **Conclusion**

Protected areas in general and conservation lands provide multiple benefits across a spectrum of economic, ecological, health, socio-cultural and spiritual fields. Our conservation areas are cornerstones from which many of CLOCA's core programs are built and are considered to be the backbone of the watershed's natural greenspace system. CLOCA conservation areas contribute to healthy, active, "livable" communities that are enjoyed by Durham Region residents and attract others to our area. Conservation lands play a central role in sustaining many of Durham Region's critical natural resources, and in turn support the ecological services they provide; provide significant opportunities for the public to interact closely with nature, and to participate in outdoor recreational pursuits close to home; and support curriculum based natural science education programs that inspire our future environmental stewards.

CLOCA conservation lands are already experiencing significant pressures as a result of recent urban expansion and population growth. Population projections for Durham Region suggest that this growth will continue into the foreseeable future. CLOCA conservation land related planning documents are now outdated, and no longer provide adequate direction for the critical management decisions that need to be made by CLOCA staff now and into the future. For this reason, CLOCA has prioritized the development of an overarching **Conservation Lands Master Plan** that will inform future use and management of our conservation areas, anticipate future demands, prioritize future investments, capitalize on partnership opportunities where synergies exist, and ultimately manage our valuable assets in a wise, strategic, and sustainable manner.

CLOCA is making a \$40,000 capital funding submission to Durham Region in order to complete the Conservation Lands Master Plan project within the scheduled 2-year timeframe.

**Corbett Creek Floodplain Mapping Update**

Corbett Creek has two major tributaries flowing through urban industrial, commercial, and residential communities within the Town of Whitby. The Corbett Creek watershed includes a Board approved floodplain management policy, where development is permitted within the floodplain with limitations based on impacts to flooding and flood mitigation measures. The current floodplain mapping for the Corbett Creek is on 1990 base mapping with updates of the hydraulic models in 2005. Updating to current Lidar based topography and current air photo imagery will provide for improved accuracy and greater ease of use for CLOCA, development proponents, and watershed residents. The project will be a cooperative effort of CLOCA and the Town of Whitby, with the National Disaster Mitigation Program (NDMP) providing grant funding to cover 50% of the total project cost. The NDMP is a multi-year program of Public Safety Canada, recognizing the need to advance our preparedness for natural disasters. The cost of this project is \$100,000 to be funded as follows:

CLOCA	\$ 25,000
Town of Whitby	\$ 25,000
NDMP	\$ 50,000
	<u>\$ 100,000</u>

Accordingly, CLOCA is making a Special Capital Funding submission to the Region in the amount of \$25,000 for this project.

**CLOCA Flood Forecasting Stream Gauge Improvements/Upgrades**

CLOCA owns and operates a network of precipitation and stream flow monitoring stations throughout our watershed. These stations provide data that is used for flood forecasting and warning and is also commonly used by our municipal partners for assessing performance of urban drainage systems in post-event analysis. Many of the gauge stations are operating with equipment that has passed the normal operating lifespan, and replacement equipment is needed. New equipment has many advantages with better and more efficient operation and enhanced features. CLOCA will also modernize some of our stations to enable monitoring of water equivalent from snowfall to better enable our flood forecasting and warning program to predict snow melt and winter flood events that are becoming more common with our changing climate. The total cost of this project is \$76,550 of which half the cost would be funded by the NDMP. Accordingly, CLOCA is making a Special Capital Funding submission to the Region in the amount of \$38,275 for this project.



# 2019 Business Plan

# Kawartha Conservation Authority

By Program (\$,000's)	2018		2019		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Approved Budget \$
<b>1 Operating Programs</b>	604	604	619	3	622
<b>2 Special Benefiting Programs</b>					
Watershed Planning	134	134	136	-	136
Watershed Specific Projects	7	7	7	-	7
<b>Special Benefiting Programs     Subtotal</b>	<b>141</b>	<b>141</b>	<b>143</b>	<b>-</b>	<b>143</b>
<b>3 Special One-Time Funding</b>					
Kawartha - Watershed Planning Update - Water Resources	-	-	40	-	40
Kawartha - Website Design and Implementation	-	-	9	-	9
Kawartha - Digitization of Corporate Records	-	-	10	-	10
<b>Special One-Time Funding     Subtotal</b>	<b>-</b>	<b>-</b>	<b>59</b>	<b>-</b>	<b>59</b>
<b>4 Land Management Funding</b>	15	15	15	-	15
<b>Net Program Expenses</b>	<b>760</b>	<b>760</b>	<b>836</b>	<b>3</b>	<b>839</b>



March 8, 2019

The Chair and Members of the Finance and Administration Committee  
Regional Municipality of Durham  
P.O. Box 623, 605 Rossland Road East  
Oshawa, ON L1N 6A3

**RE: Kawartha Conservation 2019 Preliminary Budget**

Dear Chair and Members of the Finance and Administration Committee:

We are pleased to provide our 2019 Preliminary Budget, supported in principle by our Board of Directors, for a 30 day review period. The document outlines the conservation programs and projects proposed for delivery in 2019 in accordance with the Strategic Plan, and associated funding requirements.

The scope of operating programs has been maintained at the previous years' service levels, however, to meet our strategic goals and commitment to customer service we have included an upgrade of software and technology and an investment in talent acquisition which have placed pressure on our budget. An overall 3.39% increase in municipal levy of \$ 51,600 is required to support the operating expenditures. 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. Information on apportionment can be found on page 11 of the Budget document.

Our request for Operating Levy is \$637,011, which meets the Region's guidelines.

We have proposed Special Projects for the Region of Durham totalling \$ 143,000 for your consideration. This request meets the Region's guidelines.

We have submitted a Special Request for funding for Watershed Planning as a two year project at a cost of \$ 40,000 in 2019 and \$ 41,000 in 2020. The purpose of this project is to ensure that Durham Region has the most up to date information related to Water Resource Systems and Watershed Planning to assist with Municipal Conformity Review exercises. Further, as per the Planning Services Partnership Memorandum of Understanding (MOU) with Durham Region, Kawartha Conservation is responsible for providing comments and information to assist in the review and approval of development applications under the Planning Act. As a result, this will help to process Planning Act applications faster while ensuring conformity with provincial policy. We attach a synopsis of the project along with the 2019 proposed budget.

**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



Additionally, we have submitted Special Requests your support for the Website Design and Information Management projects totalling \$ 18,830. These projects implement important strategic goals to improve our customer service, embrace technology and invest in efficiencies in workflow and response times for Planning and Permitting comments. As such, our website will be updated and improved for on-line application submissions, on-line payments and improved information dissemination. The digitization of Planning records into the Information Management System is integral in expediting applications and improving customer service along with meeting our requirements under the Information & Privacy Act. We attach a synopsis of these projects for information.

Our Board of Directors will hold a weighted vote on the 2019 Preliminary Operating Budget and associated municipal levies on March 28, 2019. Special projects proceed based on municipal funding approvals.

The budget document is provided electronically in digital format. It is intended to be printed as a two sided document. While scrolling through online, you will see pages left blank. If you would prefer hard copies of the document, please contact Kate McMullen, Corporate Services Assistant, [kmcmullen@kawarthaconservation.com](mailto:kmcmullen@kawarthaconservation.com) or extension 210.

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  
Encls

cc: Ms. Nancy Taylor, Commissioner of Finance  
Mr. Brian Bridgeman, Commissioner of Planning and Economic Development  
Ms. N. Pincombe, Director, Business Planning, Budgets, Risk Management  
Mr. Ted Smith, Chair, Kawartha Conservation

## 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.



## OUR STRATEGIC GOALS

  
Protect

  
Conserve  
& Restore

  
Discover

## OUR STRATEGIC ENABLERS

  
Optimize  
Service

  
Connect &  
Collaborate

**City of Kawartha Lakes**  
1,815 km<sup>2</sup> within watershed

**Municipality of Trent Lakes**  
237 km<sup>2</sup> within watershed

**Township of Brock**  
36 km<sup>2</sup> within watershed

**Township of Scugog**  
457 km<sup>2</sup> within watershed

**Township of Cavan Monaghan**  
8 km<sup>2</sup> within watershed

**Municipality of Clarington**  
10 km<sup>2</sup> within watershed

**TOTAL 2,563 km<sup>2</sup> Within Watershed**



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**GenInfo@KawarthaConservation.com**

**KawarthaConservation.com**



Member of



**Conservation ONTARIO**  
Natural Champions

**DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2019-2023)**

**Kawartha Region Conservation Authority**

<b>OPERATIONS BUDGET</b>	<b>2018 Actual</b>	<b>2019 Forecast</b>		<b>2020 Forecast</b>		<b>2021 Forecast</b>		<b>2022 Forecast</b>		<b>2023 Forecast</b>	
	Region's Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>KAWARTHA REGION C.A.</b>											
<b>Base Operations Program</b>	<b>578,286</b>	<b>604,193</b>	<b>2,743,320</b>	<b>622,011</b>	<b>2,786,477</b>	<b>637,561</b>	<b>2,786,477</b>	<b>653,501</b>	<b>2,831,253</b>	<b>669,839</b>	<b>2,832,373</b>
Assessment Growth (Base)	7,229	7,552	21,578	7,775	22,388	7,970	22,948	8,169	23,521	8,373	24,110
Economic Adjustment (Base)	7,229	7,552	21,578	7,775	22,388	7,970	22,948	8,169	23,521	8,373	24,110
Adjustment of CVA Apportionment	3,164	2,714	-	-	-	-	-	-	-	-	-
Board approved	8,285										
<b>SUB-TOTAL</b>	<b>604,193</b>	<b>622,011</b>	<b>2,786,476</b>	<b>637,561</b>	<b>2,831,253</b>	<b>653,501</b>	<b>2,832,373</b>	<b>669,839</b>	<b>2,878,295</b>	<b>686,585</b>	<b>2,880,593</b>
Land Management Expenditures	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
<b>Total Requested Funding</b>	<b>619,193</b>	<b>637,011</b>	<b>2,801,476</b>	<b>652,561</b>	<b>2,846,253</b>	<b>668,501</b>	<b>2,847,373</b>	<b>684,839</b>	<b>2,893,295</b>	<b>701,585</b>	<b>2,895,593</b>

**KAWARTHA REGION CONSERVATION AUTHORITY  
SPECIAL PROJECTS**

SPECIAL BENEFITING PROJECTS		2018 Budget		2019 Budget		2020 Budget		2021 Budget		2022 Budget		2023 Budget	
		Region's Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	
PROTECTION	<b>Watershed Planning/Sub Watershed Planning</b>												
	Watershed Planning Implementation	133,900	135,900	150,000	137,900	152,300	140,000	154,600	142,100	156,900	144,200	159,300	
	<b>Sub-total</b>	<b>133,900</b>	<b>135,900</b>	<b>150,000</b>	<b>137,900</b>	<b>152,300</b>	<b>140,000</b>	<b>154,600</b>	<b>142,100</b>	<b>156,900</b>	<b>144,200</b>	<b>159,300</b>	
	<b>Aquatic Resource Management Plans Fisheries Management Plans</b>	-	-	-	-	-	-	-	-	-	-	-	
	<b>Sub-total</b>	<b>-</b>											
	<b>Groundwater Management</b>	-	-	-	-	-	-	-	-	-	-	-	
	<b>Sub-total</b>	<b>-</b>											
	<b>Watershed Monitoring</b>	-	-	-	-	-	-	-	-	-	-	-	
	<b>Sub-total</b>	<b>-</b>											
	<b>Climate Change</b>	-	-	-	-	-	-	-	-	-	-	-	
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
PROTECTION	<b>Watershed Specific Projects/Studies</b>												
	Website design and implementation	1,748	7,100	15,000	-	-	-	-	-	-	-	-	
	Information Management	5,243	-	-	-	-	-	-	-	-	-	-	
<b>Sub-total</b>	<b>6,991</b>	<b>7,100</b>	<b>15,000</b>	<b>-</b>									
PUBLIC USE	<b>Conservation Area Management Plans</b>	-	-	-	-	-	-	-	-	-	-		
	<b>Sub-total</b>	<b>-</b>											
REGULATION	<b>Flood Forecasting/Warning</b>												
	Stream Gauge Repair/Replacement	-	-	-	-	-	-	-	-	-	-		
	<b>Sub-total</b>	<b>-</b>											
	<b>Natural Hazard Mapping</b>	-	-	-	-	-	-	-	-	-	-		
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Guideline Compliant Capital Funding Request</b>		<b>140,891</b>	<b>143,000</b>	<b>165,000</b>	<b>137,900</b>	<b>152,300</b>	<b>140,000</b>	<b>154,600</b>	<b>142,100</b>	<b>156,900</b>	<b>144,200</b>	<b>159,300</b>	

**Additional Capital Funding Request**

Watershed Planning Update- Water Resources	-	40,000	40,000	41,000	41,000	-	-	-	-	-	-
<b>Board Approved:</b>											
Website design and implementation (additional)	-	8,706	30,000	7,025	20,000	-	-	-	-	-	-
Information Management (additional)	-	10,124	15,000	10,000	15,000	5,000	15,000	5,000	15,000	5,000	15,000
<b>Sub-total</b>	<b>-</b>	<b>58,830</b>	<b>70,000</b>	<b>58,025</b>	<b>76,000</b>	<b>5,000</b>	<b>15,000</b>	<b>5,000</b>	<b>15,000</b>	<b>5,000</b>	<b>15,000</b>

Total Capital Funding Requests

<b>140,891</b>	<b>201,830</b>	<b>235,000</b>	<b>195,925</b>	<b>228,300</b>	<b>145,000</b>	<b>169,600</b>	<b>147,100</b>	<b>171,900</b>	<b>149,200</b>	<b>174,300</b>
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## Proposed Special Benefiting Project

# Watershed Planning 2019

In 2017, the Growth Plan for the Greater Golden Horseshoe and Greenbelt Plan were updated and contain several policies that are of mutual interest to Durham Region and Kawartha Conservation, for example those related to the management of water resources. The purpose of this project is to ensure that Durham Region has the most up to date information related to Water Resource Systems and Watershed Planning to assist with Municipal Conformity Review exercises. Further, as per the Planning Services Partnership Memorandum of Understanding (MOU) with Durham Region, Kawartha Conservation is responsible for providing comments and information to assist in the review and approval of development applications under the Planning Act. As a result, this will help to process Planning Act applications faster while ensuring conformity with provincial policy.

- Undertake a thorough review of existing Watershed Plans (specifically Oak Ridges Moraine, Cawker's Creek, and Lake Scugog), to identify deficiencies and recommend updates within the context of Provincial Policy and municipal planning conformity.
- Compile, map, and report on existing information and new information with respect to the Water Resources System, specifically:
  - Key Hydrologic Features (including: permanent streams, intermittent streams, inland lakes and their littoral areas, seepage areas and springs, and wetlands); and,
  - Key Hydrologic Areas, including: significant groundwater recharge areas, highly vulnerable aquifers, and significant surface water contribution areas.

**KAWARTHA CONSERVATION**  
**2019 Preliminary Special Project Budget**  
**SPECIAL BENEFITING PROJECTS**

Draft

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Region of Durham	Budget	Budget
WATERSHED PLANNING	2018	2019
<b>Sources of Revenue</b>		
Special project funding, Region of Durham	\$ -	\$ 40,000
<b>Expenditures</b>		
Direct labour	-	\$ 17,800
In-house expertise	-	14,200
Supplies & professional fees	-	1,400
Travel	-	3,000
Project administration fee	-	3,600
	\$ -	\$ 40,000

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# General Benefitting Projects

## Website Redesign

This project will allow Kawartha Conservation to initiate municipal, community and staff consultation to build the framework for a new user-friendly corporate website with two priority focuses:

- Enable customers to quickly, easily and efficiently find the information they need, and utilize online services provided with a particular aim to improve planning and permitting services.
- Promote our conservation areas and natural areas as an economic development and tourism initiative to support the overall tourism and development initiatives of our municipal partners.

## Digitization of Corporate Records

This project will focus on digitizing all corporate records over the next five year period. In conjunction with our Information Management System the digitization of these hard copy files will help contribute to faster processing of planning applications and can provide both parties with instant copies of important documents. As technology improves more and more companies are moving to paperless offices to preserve these documents. Benefits of shifting to digitized documents will allow for easy storage, retrieval, updating and improved access and transport of information.

The digitization of corporate records is projected to be an ongoing project to transfer our paper files to a digital format for the next five years.

# Proposed 2019 General Benefiting Projects

General benefiting projects are those projects are those projects considered to be watershed-wide and benefiting all municipalities.

	2019 Municipal Levy	2019 Total Project Cost
Drinking Water Source Protection Plan	-	\$ 66,000
Website design and update	\$ 45,000	\$ 45,000
Digitization of Corporate Records	\$ 15,000	\$ 15,000
Total Contributions	\$ 60,000	\$ 126,000



# 2019 Business Plan

# Ganaraska Region Conservation Authority

By Program (\$,000's)	2018		2019		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Approved Budget \$
<b>1 Operating Programs</b>	458	458	469	-	469
<b>2 Special Benefiting Programs</b>					
Watershed Planning	30	30	30	-	30
Aquatic Resources/Fisheries	13	13	15	-	15
Groundwater Management	33	33	34	-	34
Watershed Monitoring	38	38	38	-	38
Natural Heritage Mapping	51	51	51	-	51
Natural Hazard Mapping	15	15	15	-	15
Watershed Specific Projects	48	48	49	-	49
<b>Special Benefiting Programs     Subtotal</b>	<b>228</b>	<b>228</b>	<b>232</b>	<b>-</b>	<b>232</b>
<b>3 Special One-Time Funding</b>					
Ganaraska - Watershed Plan Update	50	50	-	-	-
Ganaraska - Enterprise Data Management Platform	-	-	35	-	35
<b>Special One-Time Funding     Subtotal</b>	<b>50</b>	<b>50</b>	<b>35</b>	<b>-</b>	<b>35</b>
<b>4 Land Management Funding</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>-</b>	<b>37</b>
<b>Net Program Expenses</b>	<b>773</b>	<b>773</b>	<b>773</b>	<b>-</b>	<b>773</b>



**Ganaraska Region  
Conservation Authority**

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MEMBER OF  
CONSERVATION ONTARIO

February 20, 2019

Ms. Nancy Taylor, BBA, CPA, CA  
Commissioner of Finance  
Regional Municipality of Durham  
605 Rossland Road East - PO Box 623  
Whitby, ON L1N 6A3

Dear Ms. Taylor:

**Re: 2019 Operating and Special Projects Budget**

Please find the attached Ganaraska Region Conservation Authority (GRCA) 2019 Operating and Special Projects Budget requests for funding from the Regional Municipality of Durham. In keeping with the Regional Municipality of Durham's funding guidelines, the operations budget is based on a 2.5% increase and a 1.5% increase in the special projects budget. The apportionment figures for 2019 were not available at the time of preparing the municipal levy requires and have not been included in the submission.

The Ganaraska Region Conservation Authority has included an additional funding request for an initial creation of an Enterprise Data Management Platform in the amount of \$35,376.00. The GRCA is initiating the creation of an Enterprise Data Management Platform. The first phase will include a review and needs assessment of current data (scientific and business) collection and storage requirements of each department within the GRCA. From an Information and Technology perspective this includes data backup, recovery and security.

Each GRCA departmental need will be defined in terms of required data input methodologies, including desktop and mobile access; required data analysis tools and approaches; desired data output products including internal/partner and publically accessible viewers, materials and reports.

The need for this platform is to streamline the GRCAs data collection, analysis and reporting activities for the benefit of all end users.

Your consideration of our request is appreciated. Should you have any questions or require further information on the special funding request, please do not hesitate to contact the undersigned.

Sincerely



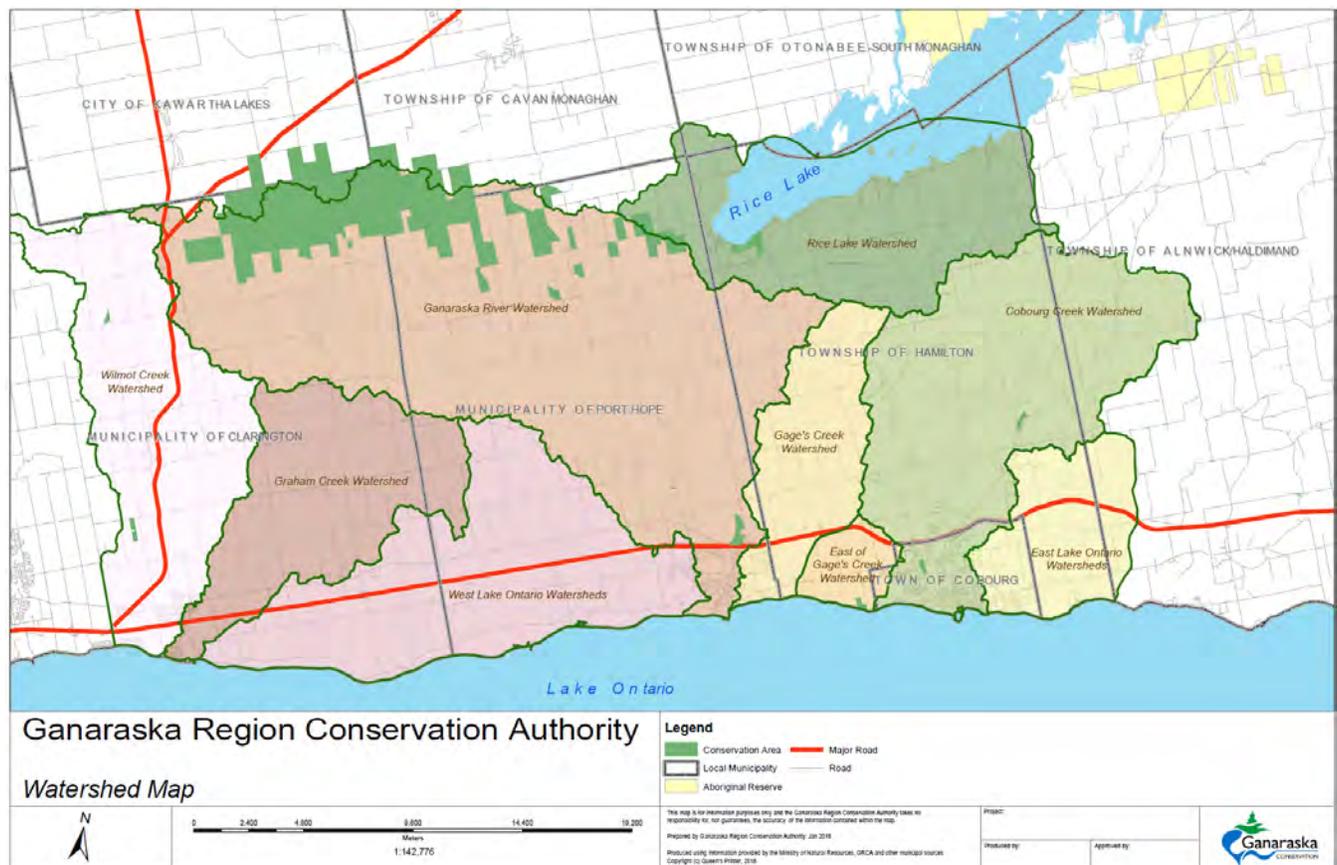
Linda J. Laliberte, CPA, CGA  
CAO/Secretary-Treasurer

c.c. Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management  
Dana Howes, Senior Economic Analyst II

## 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 (2019-2023)**

OPERATIONS BUDGET	2018	2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>Base Operations</b>	<b>436,927</b>	<b>457,825</b>	<b>935,447</b>	<b>469,271</b>	<b>958,833</b>	<b>481,003</b>	<b>982,803</b>	<b>493,029</b>	<b>1,007,373</b>	<b>505,355</b>	<b>1,032,557</b>
Assessment Grow (Base)	5,462	5,723	11,693	5,866	11,985	6,013	12,285	6,163	12,592	6,317	12,907
Economic Adjustment	5,462	5,723	11,693	5,866	11,985	6,013	12,285	6,163	12,592	6,317	12,907
Adjustment of CVA Apportionment	9,974										
<b>TOTAL</b>	<b>457,825</b>	<b>469,271</b>	<b>958,833</b>	<b>481,003</b>	<b>982,803</b>	<b>493,029</b>	<b>1,007,373</b>	<b>505,355</b>	<b>1,032,557</b>	<b>517,989</b>	<b>1,058,371</b>

**GANARASKA REGION CONSERVATION AUTHORITY  
Special Programs/Projects per Individual Authority**

SPECIAL PROGRAMS/PROJECTS		2018 Budget		2019 Budget		2020 Budget		2021 Budget		2022 Budget		2023 Budget		
		Project or Ongoing	Region's Cost	Approved by Region	Region's Cost	Total Cost								
PROTECTION	<b>Watershed Planning/Sub Watershed Planning</b>													
	Port Granby/Bouchette Creek Watershed Plan	Project	30,000	30,000	30,000	60,000	30,000	60,000	30,000	60,000	35,000	70,000	35,000	70,000
	Climate Change Strategy/Adaptation													
	Watershed Plan Update													
	<b>Sub-total</b>		<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>60,000</b>	<b>30,000</b>	<b>60,000</b>	<b>60,000</b>	<b>120,000</b>	<b>65,000</b>	<b>130,000</b>	<b>65,000</b>	<b>130,000</b>
	<b>Aquatic Resource Management Plans/Fisheries Management Plans</b>													
	Annual Watershed Report Cards & Updates	Project	13,000	13,000	15,000	30,000	15,000	30,000	15,000	50,000	15,000	50,000	15,000	50,000
	Fisheries Management Plan Update													
	<b>Sub-total</b>		<b>13,000</b>	<b>13,000</b>	<b>15,000</b>	<b>30,000</b>	<b>35,000</b>	<b>50,000</b>	<b>35,000</b>	<b>70,000</b>	<b>40,000</b>	<b>75,000</b>	<b>40,000</b>	<b>75,000</b>
	<b>Groundwater Management</b>													
		33,000	33,000	34,423	68,000	35,000	70,000	40,000	80,000	45,000	90,000	50,000	100,000	
<b>Sub-total</b>		<b>33,000</b>	<b>33,000</b>	<b>34,423</b>	<b>68,000</b>	<b>35,000</b>	<b>70,000</b>	<b>40,000</b>	<b>80,000</b>	<b>45,000</b>	<b>90,000</b>	<b>50,000</b>	<b>100,000</b>	
<b>Watershed Monitoring</b>														
	Ongoing	37,500	37,500	37,500	75,000	40,000	89,000	43,000	95,000	45,000	100,000	48,000	110,000	
<b>Sub-total</b>		<b>37,500</b>	<b>37,500</b>	<b>37,500</b>	<b>75,000</b>	<b>40,000</b>	<b>89,000</b>	<b>43,000</b>	<b>95,000</b>	<b>45,000</b>	<b>100,000</b>	<b>48,000</b>	<b>110,000</b>	
<b>Natural Heritage Mapping</b>														
	Ongoing	51,000	51,000	51,000	51,000	53,000	89,000	55,000	90,000	57,000	93,000	59,000	95,000	
	Project	-	-	-	-	20,000	60,000	20,000	60,000					
<b>Sub-total</b>		<b>51,000</b>	<b>51,000</b>	<b>51,000</b>	<b>51,000</b>	<b>73,000</b>	<b>149,000</b>	<b>75,000</b>	<b>150,000</b>	<b>57,000</b>	<b>93,000</b>	<b>59,000</b>	<b>95,000</b>	
<b>Watershed Specific Projects/ Studies</b>														
	Ongoing	46,000	46,000	46,000	92,000	46,000	87,000	48,000	89,000	48,000	89,000	50,000	100,000	
	Ongoing	2,500	2,500	2,500	2,500	3,000	31,000	3,000	31,000	4,000	34,000	4,000	34,000	
										25,000	50,000	25,000	50,000	
<b>Sub-total</b>		<b>48,500</b>	<b>48,500</b>	<b>48,500</b>	<b>94,500</b>	<b>49,000</b>	<b>118,000</b>	<b>51,000</b>	<b>120,000</b>	<b>77,000</b>	<b>173,000</b>	<b>79,000</b>	<b>184,000</b>	
PUBLIC USE	<b>Conservation Area Management Plans</b>													
	Gararaska Forest Management Plan													
<b>Sub-total</b>		-	-	-	-	-	-	-	-	-	-	-	-	
REGULATION	<b>Flood Forecasting/Warning</b>													
	Stream Gauge Replacement	Project	-	-	-	-	-	-	-	6,000	8,000	6,000	8,000	
	<b>Sub-total</b>		-	-	-	-	-	-	-	<b>6,000</b>	<b>8,000</b>	<b>6,000</b>	<b>8,000</b>	
	<b>Natural Hazard Mapping</b>													
	Clarington Floodline Update - NDMP Partner	Project	15,232	15,232	15,232	37,000	30,000	60,000	30,000	60,000	30,000	60,000	30,000	60,000
	Generic Regulation Policy and Mapping	Project	-	-	-	-	32,000	70,000	35,000	70,000	35,000	70,000	-	-
	Lake Ontario Shoreline Erosion/Fid Mapping	Project	-	-	-	-	15,000	30,000	-	-	-	-	-	-
	Update Hazard Policies & Procedures	Project	-	-	-	-	-	-	-	-	16,000	16,000	16,000	16,000
	<b>Sub-total</b>		<b>15,232</b>	<b>15,232</b>	<b>15,232</b>	<b>37,000</b>	<b>77,000</b>	<b>160,000</b>	<b>65,000</b>	<b>130,000</b>	<b>81,000</b>	<b>146,000</b>	<b>46,000</b>	<b>76,000</b>
	<b>TOTAL CAPITAL</b>		<b>228,232</b>	<b>228,232</b>	<b>231,655</b>	<b>415,500</b>	<b>339,000</b>	<b>696,000</b>	<b>369,000</b>	<b>765,000</b>	<b>416,000</b>	<b>815,000</b>	<b>393,000</b>	<b>778,000</b>
<b>Oak Ridges Moraine Conservation Plan &amp; Gap Filling</b>														
		-	-	-	-	-	-	-	-	-	-	-	-	
<b>Sub-total</b>		-	-	-	-	-	-	-	-	-	-	-	-	
<b>Special Funding Requests</b>														
Watershed Plan Update - Climate Change	Project	50,000	50,000											
Lake Ontario Shoreline Mgmt Plan Update	Project	25,000	25,000											
Enterprise Data Management Platform	Project			35,376	35,376									
<b>Sub-total</b>		<b>75,000</b>	<b>75,000</b>	<b>35,376</b>	<b>35,376</b>	-	-	-	-	-	-	-	-	
<b>Regional Land Securement</b>														
		37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	
<b>Sub-total</b>		<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	



# 2019 Business Plan

## Toronto and Region Conservation Authority

By Program (\$,000's)	2018		2019		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Approved Budget \$
<b>1 Operating Programs</b>	626	626	642	-	642
<b>2 Special Benefiting Programs</b>					
Administrative Office Building	42	42	42	-	42
Watershed Planning	107	107	107	-	107
Aquatic Resources/Fisheries	68	68	68	-	68
Watershed Monitoring	206	206	206	-	206
Natural Heritage Mapping	120	120	120	-	120
Flood Forecasting/Warning	55	55	55	-	55
Natural Hazard Mapping	20	20	31	-	31
Watershed Specific Projects	195	195	196	-	196
<b>Special Benefiting Programs Subtotal</b>	<b>813</b>	<b>813</b>	<b>825</b>	<b>-</b>	<b>825</b>
<b>3 Special One-Time Funding</b>					
Toronto and Region - Emerald Ash Borer	-	-	200	-	200
Recovery from Land Conservation and Protection Reserve Fund	-	-	(200)	-	(200)
<b>Special One-Time Funding Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>4 Land Management Funding</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>-</b>	<b>41</b>
<b>5 YPDT Ground Water Management</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>175</b>
<b>Net Program Expenses</b>	<b>1,655</b>	<b>1,655</b>	<b>1,683</b>	<b>-</b>	<b>1,683</b>

Chief Executive Officer



March 11, 2019

Nancy Taylor  
Commissioner of Finance/Treasurer  
Regional Municipality of Durham  
P.O. Box 623  
605 Rossland Road East Whitby, ON L1N 6A3

Dear Ms. Taylor,

**Re: Toronto and Region Conservation Authority 2019 – 2023 Budget Request and Summary of Additional Special Project Support Including Notice of Regarding Scaling Down of the Emerald Ash Borer Program**

Toronto and Region Conservation Authority (TRCA) is pleased to provide the budget submission covering the period 2019 to 2023. The general benefitting operating levy request for 2019 and for subsequent years is 2.5%, impacted mostly by cost of living inflationary pressures. TRCA's 2019 operating budget will amount to approximately \$49 million. Durham's 2019 share of TRCA's operating budget, as represented by the general levy, is \$581,850. This amount is included within the Region's operating allocation to TRCA, at \$642,350 which includes \$60,500 of CVA funded programs.

TRCA was able to make reductions to meet the 1.5% envelope for Special Benefitting Programs for 2019, and will continue to work with Durham Region staff to offset costs in the interim. TRCA will work with the Region in creating a 2020 budget that is sustainable and realistic, and will address the additional core requirements needed to continue to deliver key services at a similar standard.

Excluding the Groundwater Management Project, TRCA's 2019 request for Special Benefitting Programs funding amounts to \$782,300, an increase of \$11,700 or 1.5% over 2018. While the annual funding from Durham Region helps TRCA to meet our regulatory requirements, there are still unfunded priorities which align with Durham's Strategic Plan (2015) and help to meet our mutual goals. TRCA will continue to work with Durham Region staff to offset additional costs over and above the current funding envelope with the intention of creating a sustainable funding plan for 2020 that will continue to support the delivery of key services and priorities across the Region.

Special Funding Request - National Disaster Mitigation Program

A direct benefit of the relationship between TRCA and Durham Region is the recent collaboration to advance key priorities by developing an application to secure funding through the National Disaster and Mitigation Program (NDMP) to undertake critical studies to improve both flood infrastructure and flood plain mapping in the Region. In 2015, the federal government established the NDMP, 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. TRCA has submitted a proposal under this program for \$800,000 to implement priority projects in Durham Region.

With the Region's letter of support for this project, with Regional funding of \$400,000 subject to council review and approval, TRCA is able to meet the 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.

#### Unfunded Priority - Emerald Ash Borer

The introduction of Emerald Ash Borer (EAB), an invasive insect which kills native ash trees, is threatening the health of TRCA's and the Region's forests, and creating a significant impact to public safety and private property. Beginning in 2017, TRCA agreed to spend ahead of receipt of Durham funding with a prioritized tree abatement program. The severity of the condition of the hazard trees was in worse condition than originally expected and resulted in the removal of 2,455 trees. In 2018, this number rose by 65% to a total of 3,761 trees removed. The deficit to date is \$632,407. The cost to managing hazards in 2019-2021 will continue and will result in a total 5-year shortfall of over \$1,700,000. TRCA has communicated to Durham Region staff the difficulty in continuing to carry the deficit without ongoing additional support from the Region. Understanding that the Region is not supportive at this time of providing additional financial support for the EAB management program, TRCA will utilize existing 2019 funding to cover a portion of the existing deficit and will scale the program down moving forward. TRCA will continue to assess the approximately 177kms of trail it manages in Durham, and will proceed to close trails that pose a risk to the health and safety of the public.

#### Property Acquisitions

TRCA is appreciative of Durham Region's support for the securement of key property acquisitions in the Region. Based on the direction received from the Board to acquire this property, TRCA is currently undertaking due diligence work for the acquisition of 1855 Alton Road in Pickering. This property acquisition would add to the existing Altona Forest property owned and managed by TRCA which provides the public with access to greenspace, a network of trails, and contributes to the habitat and biodiversity of the area.

A requirement of the acquisition under the Environment and Climate Change Canada Ecological Gift Program, is that the property undergo a full restoration to return the property to its original condition. This restoration project would include the demolition of the existing buildings, removal of any impermeable surfaces from the site, and key restoration projects to enhance ecological function. A report requesting Regional funding estimated at \$187,485 for the acquisition of this property will be forthcoming. This cost is inclusive of demolition activities, restoration projects and the soft costs related to the acquisition including appraisal, legal services and phase 1 ESA. TRCA will continue to work with Durham staff to advance this funding request outside of the budget process.

Staff and I would be pleased to discuss any of these initiatives with you at your convenience. Please contact Michael Tolensky, Chief Financial and Operating Officer at [mtolensky@trca.on.ca](mailto:mtolensky@trca.on.ca) or 416-661-6600 ext. 5965.

Thank you for your continued support.

Sincerely,

A handwritten signature in black ink, appearing to be 'John MacKenzie', with a stylized flourish at the end.

John MacKenzie, M.Sc.(PI) MCIP, RPP  
Chief Executive Officer

## 2019 - 2023 TRCA Durham Region Budget Submission Executive Summary

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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.”

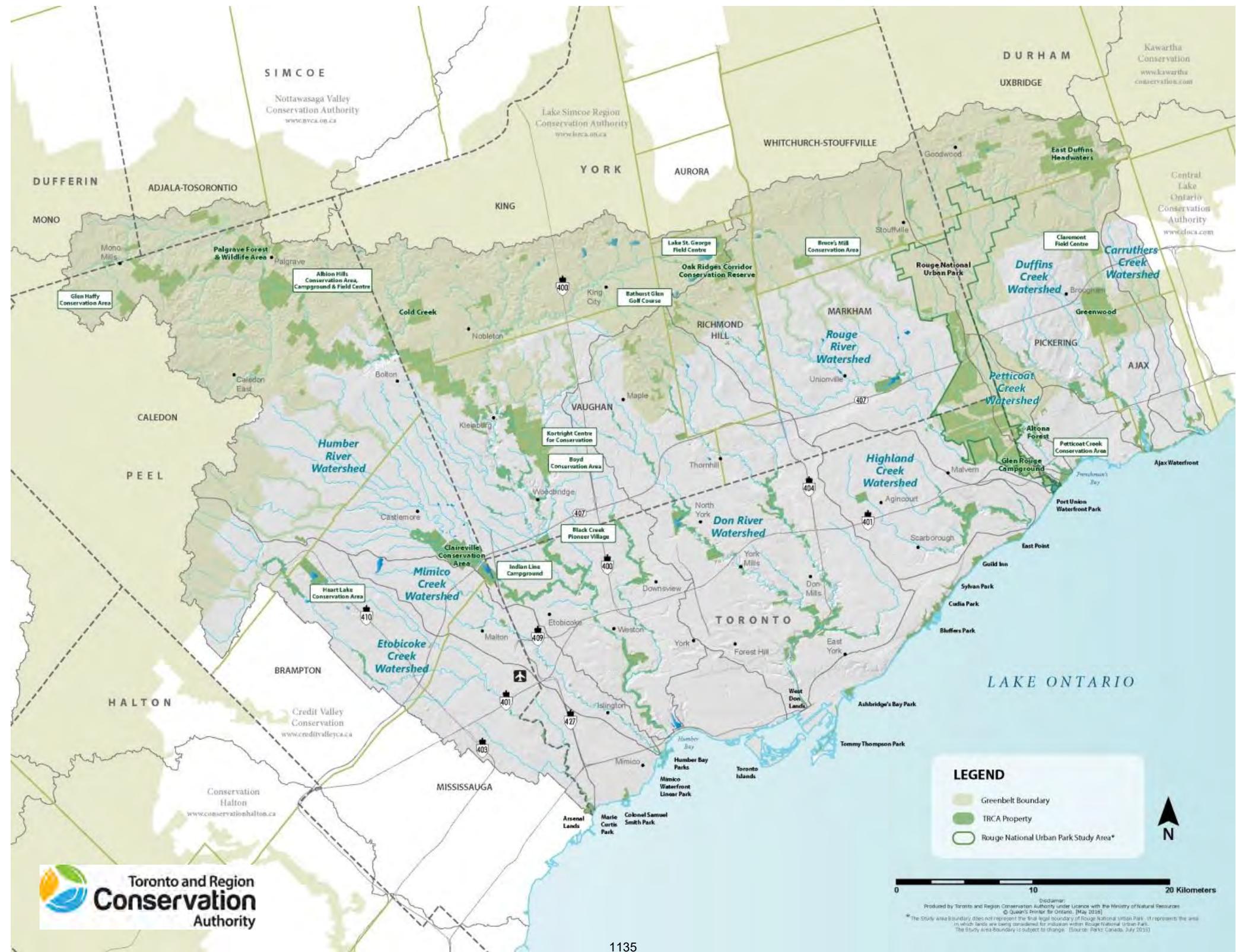
TRCA has always had a unique and challenging role as the conservation authority charged with management of the natural and water resources of Canada’s largest urban centre. Over TRCA’s five decades of existence, the scope of environmental and sustainability challenges facing the Toronto region has expanded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



SIMCOE

Nottawasaga Valley  
Conservation Authority  
www.nvca.on.ca

Lake Simcoe Region  
Conservation Authority  
www.lsrca.on.ca

DURHAM

Kawartha  
Conservation  
www.kawartha-  
conservation.com

UXBRIDGE

DUFFERIN

ADJALA-TOSORONTIO

YORK

AURORA

WHITCHURCH-STOUFFVILLE

Central  
Lake  
Ontario  
Conservation  
Authority  
www.cloca.com

MONO

KING

Glen Haffy  
Conservation Area

Palgrave Forest  
& Wildlife Area

Alton Hills  
Conservation Area,  
Campground & Field Centre

Lake St. George  
Field Centre

Bruce's Mill  
Conservation Area

Claverton  
Field Centre

Carruthers  
Creek  
Watershed

Duffins  
Creek  
Watershed

Oak Ridges Corridor  
Conservation Reserve

Rouge National  
Urban Park

Greenwood

CALEDON

Cold Creek

Nobleton

Bathurst Glen  
Golf Course

RICHMOND  
HILL

MARKHAM

Perticoat  
Creek  
Watershed

PICKERING

AJAX

PEEL

Humber  
River  
Watershed

Kortright Centre  
for Conservation

Boyd  
Conservation Area

Don River  
Watershed

Highland  
Creek  
Watershed

Glen Rouge  
Campground

Petticoat Creek  
Conservation Area

Ajax Waterfront

Castlemore

Claireville  
Conservation Area

Indian Line  
Campground

Hart Lake  
Conservation Area

Mimico  
Creek  
Watershed

Etobicoke  
Creek  
Watershed

Black Creek  
Pioneer Village

TORONTO

Port Union  
Waterfront Park

Premier's  
Bay

HALTON

BRAMPTON

Credit Valley  
Conservation  
www.credtrivaleyc.ca

Woodbridge

North York

Scarborough

Agincourt

Malvern

Port Union  
Waterfront Park

East Point

Conservation  
Halton  
www.conservationhalton.ca

MISSISSAUGA

Etobicoke

Weston

Forest Hill

East York

West  
Don  
Lands

Ashbridge's Bay Park

Tommy Thompson Park

**LEGEND**

- Greenbelt Boundary
- TRCA Property
- Rouge National Urban Park Study Area\*



Disclaimer:  
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© Queen's Printer for Ontario, (May 2016)  
\*The Study Area Boundary does not represent the final legal boundary of Rouge National Urban Park. It represents the area  
in which lands are being considered for inclusion within Rouge National Urban Park.  
The Study Area Boundary is subject to change. (Source: Parks Canada, July 2013)



## **National Disaster Mitigation Program Funding Benefits for TRCA's Floodplain Management Program in Durham Region**

### **1. National Disaster Mitigation Program**

In 2015, the Federal Government established the National Disaster Mitigation Program (NDMP), 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 (2D) 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 ensuring high quality flood management information is used for land use and emergency management planning, and 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 has been limited to two NDMP funded projects since 2015:

1. Pickering and Ajax SPA 2D Modelling Study and Dyke Assessment, which will produce a new 2D 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. This project has been completed including Board of Directors approval to disseminate project results to Municipal and Regional stakeholders.
2. Floodplain mapping update of the Carruthers Creek watershed, which includes the development of a 2D hydraulic model of the Lower Carruthers Creek through Pickering Beech and an updated HEC-RAS hydraulic model for upper reaches of the watershed. This project is currently in progress and will be completed in 2019 with key deliverables being the update of approximately 14 floodplain map sheets.

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.

In September of 2018 TRCA staff submitted applications to the Federal Government for 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 has requested \$400,000 in additional funds outside of the 2019 budget envelope. Durham Council approved a motion to support TRCA's application to the NDMP at Committee of the Whole Meeting, February 6 and 7, 2018 through a resolution to receive staff report #2018-COW-19 which outlined TRCA's proposed work plan and budget. Should TRCA be successful in securing funding from the NDMP matching funds will need to be provided by the Region of Durham.

## 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.

## 1.2 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 and Preliminary Budget

The following table contains a summary budget based on the planned cost components and estimated costs required for successful completion of the specific projects.

<b>Summary Budget – List component project costs</b>			
<b>Project Component</b>	<b>Financial Contribution – Durham</b>	<b>Financial Contribution – NDMP</b>	<b>Total</b>
Pickering and Ajax Dyke Remediation Environmental Assessment	\$250,000	\$250,000	\$500,000
Duffins Creek Floodplain Mapping Update	\$110,000	\$110,000	\$220,000
Petticoat Creek Hydrology Update	\$40,000	\$40,000	\$80,000

## 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.

**Toronto and Region Conservation Authority**  
**2019 Budget Submission**  
**Region of Durham**

By Program	Approved Budget	Projected Budget					2019 over 2018	2019 over 2018
	2018	2019	2020	2021	2022	2023	Change \$	Change %
<b>General Benefiting Operating Levy</b>	<b>626,275</b>	<b>642,350</b>	<b>660,500</b>	<b>678,500</b>	<b>697,500</b>	<b>716,500</b>	<b>16,075</b>	<b>2.50%</b>
TRCA Operating	565,775	581,850	600,000	618,000	637,000	656,000		
<b>Land Management - EAB</b>	<b>41,000</b>	<b>41,000</b>						
<b>Special Benefiting Programs</b>								
Duffins-Carruthers Watershed Plan Implementation	48,000	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	-	-	45,000	45,000	46,000	46,000		
Watershed and Environmental Report Cards	-	-	29,000	29,000	36,000	36,000		
Climate Change - Research and Adaptation	9,000	9,000	11,000	11,000	11,000	11,000		
<b>Watershed Planning</b>	<b>107,000</b>	<b>107,000</b>	<b>185,000</b>	<b>187,000</b>	<b>197,000</b>	<b>199,000</b>	<b>-</b>	<b>0.00%</b>
Regional Watershed Monitoring Program	206,000	206,000	216,000	217,000	217,000	226,000		
<b>Regional Watershed Monitoring</b>	<b>206,000</b>	<b>206,000</b>	<b>216,000</b>	<b>217,000</b>	<b>217,000</b>	<b>226,000</b>	<b>-</b>	<b>0.00%</b>
Terrestrial Natural Heritage Implementation Program	40,000	40,000	36,000	37,000	37,000	38,000		
Terrestrial Ecosystem Science Program	19,000	19,000	35,000	36,000	36,000	36,000		
Terrestrial Natural Heritage Field Inventory Program	61,000	61,000	61,000	64,000	64,000	64,000		
<b>Natural Heritage Mapping</b>	<b>120,000</b>	<b>120,000</b>	<b>132,000</b>	<b>137,000</b>	<b>137,000</b>	<b>138,000</b>	<b>-</b>	<b>0.00%</b>
Flood Gauging (Flood Maintenance)	35,000	35,000	36,000	36,000	36,000	36,000		
Flood Control Infrastructure Maintenance	20,000	20,000	22,000	22,000	22,000	22,000		
<b>Floodworks &amp; Flood Warning System</b>	<b>55,000</b>	<b>55,000</b>	<b>58,000</b>	<b>58,000</b>	<b>58,000</b>	<b>58,000</b>	<b>-</b>	<b>0.00%</b>
TRCA Flood Line Mapping Program	20,000	30,300	38,000	38,000	38,000	40,000		
<b>Flood Vulnerable Areas Map Updates</b>	<b>20,000</b>	<b>30,300</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>40,000</b>	<b>10,300</b>	<b>33.99%</b>
Aquatic Ecosystem Science Program	33,000	33,000	34,000	34,000	35,000	35,000		
Duffins-Carruthers Fish Management Plan Implementation	35,000	35,000	36,000	37,000	37,000	38,000		
<b>Aquatic Resources/Fisheries</b>	<b>68,000</b>	<b>68,000</b>	<b>70,000</b>	<b>71,000</b>	<b>72,000</b>	<b>73,000</b>	<b>-</b>	<b>0.00%</b>
Durham Watershed Trails Program	65,000	65,000	66,000	67,000	68,000	69,000		
Durham Waterfront Trails Program	30,000	30,000	30,000	32,000	32,000	32,000		
Managing Hazard Trees Program	40,600	42,000	43,000	44,000	45,000	46,000		
<b>Watershed Specific - Trails and Hazard Trees</b>	<b>135,600</b>	<b>137,000</b>	<b>139,000</b>	<b>143,000</b>	<b>145,000</b>	<b>147,000</b>	<b>1,400</b>	<b>1.02%</b>
Frenchman's Bay Management Plan Program	10,000	10,000	10,000	12,000	12,000	14,000		
Duffins Marsh Restoration Program	35,000	35,000	36,000	37,000	37,000	38,000		
Bioregional Seed Crop Program	14,000	14,000	14,000	14,000	14,000	14,000		
<b>Watershed Specific - Durham Waterfront</b>	<b>59,000</b>	<b>59,000</b>	<b>60,000</b>	<b>63,000</b>	<b>63,000</b>	<b>66,000</b>	<b>-</b>	<b>0.00%</b>
<b>Sub-Total</b>	<b>770,600</b>	<b>782,300</b>	<b>898,000</b>	<b>914,000</b>	<b>927,000</b>	<b>947,000</b>	<b>11,700</b>	<b>1.50%</b>
YPDT Groundwater Management	175,000	175,000	175,000	175,000	175,000	175,000		
<b>Total net Program Costs</b>	<b>1,612,875</b>	<b>1,640,650</b>	<b>1,733,500</b>	<b>1,767,500</b>	<b>1,799,500</b>	<b>1,838,500</b>	<b>27,775</b>	<b>1.69%</b>
<b>Special Funding Requests</b>								
Special - New Headquarters Facility	42,371	42,371	42,371	42,371	42,371	42,371		
Special - National Disaster Mitigation Program	-	400,000	-	-	-	-		
<b>Unmet Needs</b>								
Emerald Ash Borer	-	358,638	357,638	356,638	-	-		
Land Acquisition	-	187,485	-	-	-	-		
<b>Total net Program Costs (including Enhancements)</b>	<b>1,655,246</b>	<b>2,629,144</b>	<b>2,133,509</b>	<b>2,166,509</b>	<b>1,841,871</b>	<b>1,880,871</b>		



# 2019 Business Plan

## Lake Simcoe Region Conservation Authority

By Program (\$,000's)	2018		2019		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Approved Budget \$
<b>1 Operating Programs</b>	255	255	264	(7)	257
<b>2 Special Benefiting Programs</b>					
Watershed Planning	78	78	63	-	63
Watershed Monitoring	41	41	43	-	43
Natural Heritage Mapping	7	7	7	-	7
Conservation Area Management Plans	28	28	28	-	28
Flood Forecasting/Warning	8	8	8	-	8
Natural Hazard Mapping	20	20	18	-	18
Watershed Specific Projects	289	289	309	(2)	307
<b>Special Benefiting Programs Subtotal</b>	471	471	476	(2)	474
<b>3 Special One-Time Funding</b>					
Lake Simcoe - Scanlon Creek Operations Centre Renovation Project	39	39	-	-	-
<b>Special One-Time Funding Subtotal</b>	39	39	-	-	-
<b>4 Land Management Funding</b>	22	22	22	-	22
<b>Net Program Expenses</b>	<b>787</b>	<b>787</b>	<b>762</b>	<b>(9)</b>	<b>753</b>



March 8, 2019

Via email only @ [nancy.taylor@durham.ca](mailto:nancy.taylor@durham.ca)

Ms. Nancy Taylor  
Commissioner of Finance/Treasurer  
The Regional Municipality of Durham  
P.O. Box 623, 605 Rossland Road East  
Whitby, ON L1N 6A3

Dear Ms. Taylor:

**Re: Capital & Operations Budget 2019-2023 Lake Simcoe Region Conservation Authority**

We are attaching the revised 2019 budget submission document, which is within the total Durham Region guidelines. The schedules for the five-year period for the Lake Simcoe Region Conservation Authority (LSRCA) include:

- Schedule 1 – Operations budget – includes 2019 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 Lake Simcoe watershed to fund the general levy operating budget, making it challenging to establish a budget that meets the requirements of LSRCA's Board of Directors' guidelines and accommodates all nine municipal funding partners' guidelines.

The guidelines for increases to LSRCA levies approved by the Board of Directors in May 2018 are 3.2% on LSRCA operating budget, 3.25% on the special benefitting and 1.89% on special operating. However, LSRCA's budget submission was adjusted to meet guidelines of 2.5% for operations and 1.5% for special benefitting, to come in on target. The operating budget increases by \$7,536 before the CVA adjustment (\$7,380) for final amount of \$254,415 after CVA. The special benefitting increase is \$7,067 before CVA adjustment (\$1,951) for a total of \$476,252 after CVA. The total request before CVA was for \$739,997 and \$730,666 after CVA.

Staff at LSRCA appreciate the time and guidance provided by the Durham Region staff each year as we move through the budget process.

Yours truly,

A handwritten signature in blue ink, appearing to read "Mike Walters".

Mike Walters  
Chief Administrative Officer

Attachment

# Durham Region Budget Lake Simcoe Region Conservation Authority

## 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, First Nations and community partners, we build on a tradition of success and provide the leadership needed to protect what is natural and restore what has degraded in our watershed.

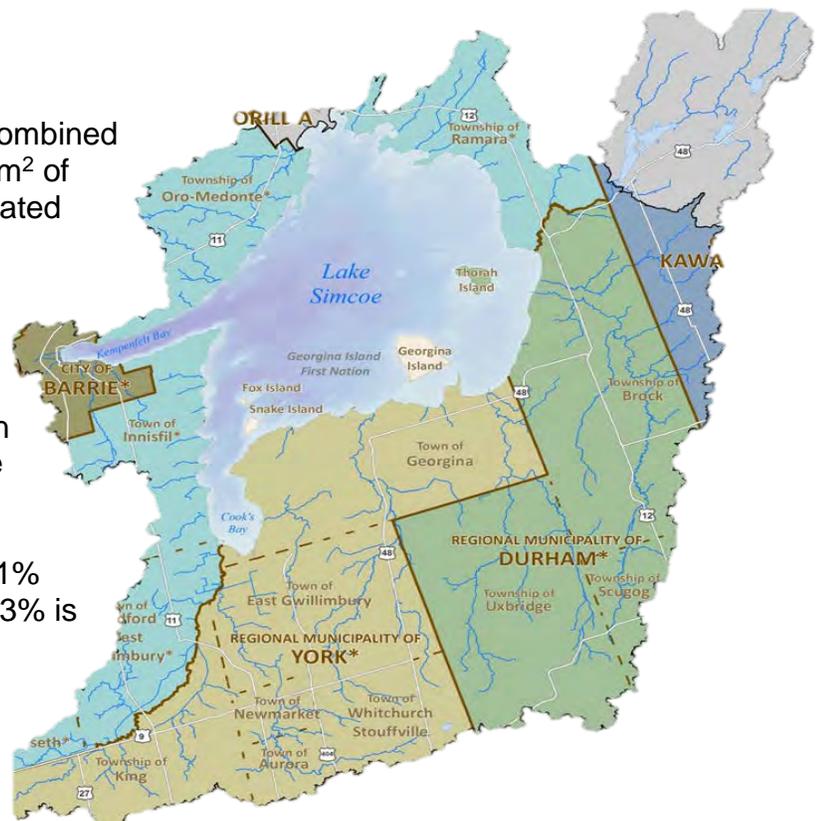
Our Vision for the watershed is a thriving environment that inspires and sustains us for generations to come. This outcome will be achieved through our mission to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.

More specifically the LSRCA works to protect people and their property from flooding and erosion hazards, to protect natural areas and open space, to restore and protect aquatic and natural habitats, to provide recreational and education opportunities to watershed residents, and to provide science-based advice and services.

LSRCA follows the core principles that make conservation authorities unique – watershed jurisdiction, local decision making and funding partnerships. It’s a governance model that has proven effective for government and community partners to make collective and informed decisions that impact the present and future health of the Lake Simcoe watershed.

## 2.0 Our Shared Geography

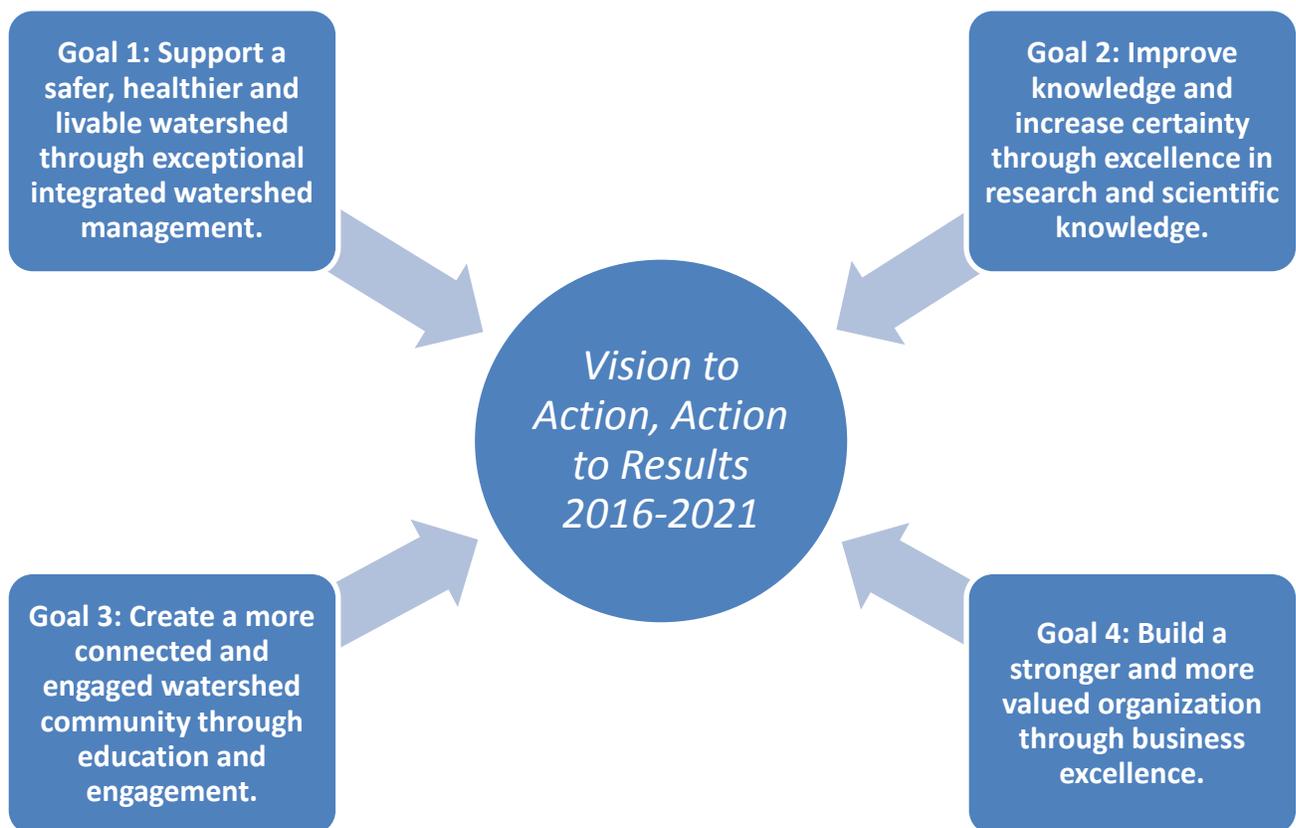
A total of 21 rivers and streams with a combined length of almost 100 km drain the 793 km<sup>2</sup> of the Regional Municipality of Durham located within the Lake Simcoe watershed. The municipality has 17.5 kilometers of shoreline along Lake Simcoe located in the Township of Brock (6% of the entire Lake Simcoe shoreline). Agriculture is the primary land use within the Region’s portion of the Lake Simcoe watershed at 51% of the total area followed by natural heritage features (wetlands, forests, and grasslands) at 41% and urban areas at 5%. The remaining 3% is comprised of aggregate resources and recreation lands (golf courses).



### 3.0 *Vision to Action, Action to Results 2016-2021*

The Regional Municipality of Durham has been a valued member of the Lake Simcoe Region Conservation Authority since 1971. The partnership continues to provide significant benefits to watershed residents made possible through the funding support that the Authority receives especially from its municipal partners. In 2016 the Authority celebrated its 65<sup>th</sup> 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. 42 Strategic priority actions were developed and to date we have completed 71% of these actions.

#### Vision to Action, Action to Results contains four key goals:



For a more complete review of the LSRCA programs and services please visit our website at [www.lsrca.on.ca](http://www.lsrca.on.ca) . The LSRCA 2018 Annual Report is now available on-line and a final audited statement will be provided by the end of April.

**Lake Simcoe Region C.A.  
2019 Preliminary Budget Review**

**Schedule 1 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2019-2023)**

OPERATIONS BUDGET	2018 Actual		2019 Request		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Region's Cost	Total Costs	Region's Cost	Total Cost								
<b>LAKE SIMCOE REGION C.A.</b>												
Program Operations	237,756	3,777,596	233,967	3,777,596	234,123	3,898,497	241,381	4,019,350	248,864	4,143,950	256,579	4,272,412
Other Programs												
Assessment Growth (CVA)	(7,685)		(7,380)									
Economic Adjustment (Base)	3,896		7,536	120,901	7,258	120,853	7,483	124,600	7,715	128,462	7,954	132,445
<b>Budget Request per Guideline</b>	<b>233,967</b>	<b>3,777,596</b>	<b>234,123</b>	<b>3,898,497</b>	<b>241,381</b>	<b>4,019,350</b>	<b>248,864</b>	<b>4,143,950</b>	<b>256,579</b>	<b>4,272,412</b>	<b>264,533</b>	<b>4,404,857</b>

**Schedule 3 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Operating Levy (2019-2023)**

Special Operating Levy	2018 Actual		2019 Request		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Region's Cost	Approved by Region	Region's Cost	Total Cost								
<b>LAKE SIMCOE REGION C.A.</b>												
Wages & Benefits	15,405	15,405	15,405	<b>204,915</b>	15,696	<b>204,915</b>	16,183	<b>211,267</b>	16,684	<b>217,817</b>	17,202	<b>224,569</b>
Ed Centre - Operations	6,037	6,037	6,037	<b>66,093</b>	6,151	<b>66,093</b>	6,342	<b>68,142</b>	6,538	<b>70,254</b>	6,741	<b>72,432</b>
Strategic Initiative			214	<b>4,767</b>	221	<b>2,758</b>	228	<b>2,823</b>	235	<b>2,910</b>	242	<b>3,000</b>
Economic Adjustment (Base)			404	<b>0</b>	684	<b>8,549</b>	705	<b>8,752</b>	727	<b>9,021</b>	750	<b>9,300</b>
<b>Budget Request per Guideline</b>	<b>21,442</b>	<b>21,442</b>	<b>22,060</b>	<b>275,775</b>	<b>22,752</b>	<b>282,315</b>	<b>23,458</b>	<b>290,984</b>	<b>24,184</b>	<b>300,002</b>	<b>24,935</b>	<b>309,301</b>

**Lake Simcoe Region C.A.  
2019 Preliminary Budget Review**

**Schedule 2 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Benefitting Levy (2019-2023)**

Special Benefitting Levy	2018 Actual		2019 Request		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Region's Cost	Total Cost										
<b>LAKE SIMCOE REGION C.A.</b>												
Special Benefitting Levy	463,282	3,777,596	471,136	3,913,301	474,483	4,057,433	494,163	4,201,424	514,184	4,349,300	532,227	4,501,155
Assessment Growth(CVA)			(1,951)		-		-		-		-	
Economic Adjustment (Base)	7,854		5,298		19,680		20,021		18,043		18,527	
<b>Budget Request per Guideline</b>	<b>471,136</b>	<b>3,777,596</b>	<b>474,483</b>	<b>3,913,301</b>	<b>494,163</b>	<b>4,057,433</b>	<b>514,184</b>	<b>4,201,424</b>	<b>532,227</b>	<b>4,349,300</b>	<b>550,754</b>	<b>4,501,155</b>

**Schedule 4 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR One-Time Requests (2019-2023)**

One-Time Requests	2018 Actual		2019 Request		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Infrastructure Maintenance for Scanlon Creek Operations Centre												
Scanlon Creek Operations Centre Renovation Project	39,162	601,571										
<b>Budget Request per Guideline</b>	<b>39,162</b>	<b>601,571</b>	<b>-</b>	<b>-</b>								

**LAKE SIMCOE REGION CONSERVATION AUTHORITY - Schedule 5**

SPECIAL BENEFITTING LEVY		2018 Harmonized Budget	2019 Proposed Budget		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
			Request to Region	Total Cost	Region's Cost	Total Cost						
<b>WATERSHED STUDIES AND STRATEGIES</b>	Sustainable Development	28,648	29,205	341,857	29,673	347,327	30,147	352,884	30,630	358,530	31,120	364,267
	Climate Change	21,395	21,609	185,351	21,955	188,317	22,306	191,330	22,663	194,391	23,025	197,501
	Watershed Subwatershed Planning	61,149	62,782	403,589	63,786	410,046	64,807	416,607	65,844	423,273	66,897	430,045
	<b>Total Watershed Studies and Strategies</b>	<b>111,192</b>	<b>113,596</b>	<b>930,797</b>	<b>115,414</b>	<b>945,690</b>	<b>117,260</b>	<b>960,821</b>	<b>119,136</b>	<b>976,194</b>	<b>121,043</b>	<b>991,813</b>
<b>WATER RISK MANAGEMENT</b>	<b>Flood Management and Warning</b>											
	Natural Hazard Mapping	20,390	18,590	108,956	19,062	110,699	19,367	112,470	19,675	114,270	19,986	116,098
	Forecasting and Warning	7,698	7,775	183,013	7,899	185,941	8,024	188,916	8,152	191,939	8,283	195,010
	<b>Water Management/Restoration</b>											
	Assistance Program	51,087	51,598	302,036	52,423	306,869	53,262	311,779	54,114	316,767	54,980	321,836
	<b>Water Science and Monitoring</b>											
	Groundwater	6,470	6,430	106,770	6,533	108,479	6,637	110,214	6,744	111,978	6,852	113,769
	Riverflow	7,905	7,880	130,852	8,006	132,945	8,134	135,073	8,264	137,234	8,397	139,429
Stormwater Performance	2,365	2,375	39,454	2,413	40,085	2,452	40,727	2,491	41,378	2,531	42,040	
<b>Total Water Risk Management</b>	<b>95,915</b>	<b>94,648</b>	<b>871,081</b>	<b>96,337</b>	<b>885,019</b>	<b>97,876</b>	<b>899,179</b>	<b>99,440</b>	<b>913,566</b>	<b>101,028</b>	<b>928,183</b>	
<b>ECOLOGICAL MANAGEMENT</b>	<b>Restoration and Regeneration</b>											
	Assistance Program	124,353	125,817	738,801	127,830	750,622	129,876	762,632	131,954	774,834	134,065	787,231
	<b>Ecosystem Science and Monitoring</b>											
	Lake	9,409	9,324	154,830	9,473	157,308	9,625	159,825	9,779	162,382	9,935	164,980
	Tributary Biologic	11,094	10,988	182,462	11,164	185,381	11,342	188,347	11,524	191,361	11,708	194,423
	Tributary Water Quality	5,817	5,900	97,989	5,995	99,556	6,091	101,149	6,188	102,768	6,287	104,412
	Natural Heritage Mapping	6,997	6,862	113,886	6,972	115,708	7,083	117,559	7,197	119,440	7,312	121,351
<b>Total Ecological Management</b>	<b>157,670</b>	<b>158,891</b>	<b>1,287,968</b>	<b>161,434</b>	<b>1,308,575</b>	<b>164,017</b>	<b>1,329,512</b>	<b>166,641</b>	<b>1,350,785</b>	<b>169,307</b>	<b>1,372,397</b>	
<b>GREENSPACE SERVICES</b>	<b>Management</b>											
	Maintenance and Development	69,647	70,343	292,216	71,469	296,892	72,612	301,642	73,774	306,468	74,955	311,372
	<b>Total Greenspace Services</b>	<b>69,647</b>	<b>70,343</b>	<b>292,216</b>	<b>71,469</b>	<b>296,892</b>	<b>72,612</b>	<b>301,642</b>	<b>73,774</b>	<b>306,468</b>	<b>74,955</b>	<b>311,372</b>
<b>CORPORATE</b>	<b>Governance</b>											
	Lake Simcoe Protection Plan	15,429	15,522	257,763	15,771	264,079	16,023	268,304	16,279	272,597	16,540	276,958
	Conservation Authorities Moraine Coalition	5,000	0	10,000	2,500	10,000	5,000	10,000	5,000	10,000	5,000	10,000
	<b>Information Management</b>											
	Program Information Management	10,672	11,052	187,745	11,228	192,345	11,408	195,422	11,591	198,549	11,776	201,726
	<b>Facility Management</b>											
Asset Management - Vehicles and Equipment Maintenance	5,611	5,718	34,198	5,810	35,035	5,903	35,596	5,997	36,166	6,093	36,744	
<b>Total Corporate</b>	<b>36,712</b>	<b>32,292</b>	<b>489,706</b>	<b>35,309</b>	<b>501,459</b>	<b>38,334</b>	<b>509,322</b>	<b>38,867</b>	<b>517,312</b>	<b>39,409</b>	<b>525,429</b>	
<b>TOTAL CAPITAL</b>		<b>471,136</b>	<b>469,772</b>	<b>3,871,769</b>	<b>479,962</b>	<b>3,937,634</b>	<b>490,099</b>	<b>4,000,477</b>	<b>497,859</b>	<b>4,064,324</b>	<b>505,742</b>	<b>4,129,193</b>
	<b>Strategic Initiatives</b>		4,711	41,533	9,456	80,666	14,398	121,240	19,540	163,254	24,862	206,747
	<b>Asset Management</b>		0	0	4,745	39,133	9,686	79,707	14,828	121,722	20,151	165,215
			4,711	41,533	14,201	119,799	24,084	200,947	34,368	284,976	45,012	371,962
<b>TOTAL CAPITAL INCLUDING STRATEGIC INITIATIVES AND ASSET MANAGEMENT</b>			<b>474,483</b>	<b>3,913,301</b>	<b>494,163</b>	<b>4,057,433</b>	<b>514,184</b>	<b>4,201,424</b>	<b>532,227</b>	<b>4,349,300</b>	<b>550,754</b>	<b>4,501,155</b>

<b>Regional Land Securement</b>	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Total Regional Land Securement</b>	<b>200,000</b>										

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**2019**

**BUSINESS PLAN AND BUDGET**

**DURHAM REGIONAL POLICE SERVICE**

Approved by

Durham Regional Police Services Board

February 28, 2019



## 2019 Business Plan Budget

Durham Regional Police  
Service

### OUR VISION:

- To have the safest community for people to live, work and play.

### OUR MISSION STATEMENT:

- As Leaders in Community Safety we work proudly with all members of our community while holding ourselves accountable to improved effectiveness in everything we do. We proactively address future challenges, while upholding our values.

### OUR PHILOSOPHY:

- We are a problem solving organization which, in partnership with our community, addresses the root causes of crime, fear of crime and anti-social behaviour.

### OUR VALUES:

- Every member of the Durham Regional Police Service is committed to providing quality service in partnership with our community. While learning from each other, we will achieve excellence through pride, respect, understanding and ethical behaviour.

### GOALS:

#### Mandate:

- The Durham Regional Police Services Board (the Board) fulfills the municipality's legislated requirement to provide police services to ensure the safety and security of all citizens while safeguarding their Charter and Human Rights as required by the Province of Ontario as set out in the Police Services Act (PSA).

#### Measurement of Results:

- The Board's Ends policies require the Service to measure its results objectively and compare them to 8 communities in Ontario (Halton, Hamilton, Niagara, Ottawa, Peel, Toronto, Waterloo and York).
- All the measures are Region-wide and the Service responds to community needs by allocating and re-allocating staff and assets within the Region as needs change from time to time and place to place. Flexible deployment of staff and assets is essential to achieving effectiveness and efficiency.
- The Board has also directed that the Business Plans and Budgets of the Service clearly identify their impact on achievement of the Board Ends. This requires the Service to address objective performance outcome measures rather than only activity or effort measures (such as the number of calls for service).



# 2019 Business Plan Budget

## Durham Regional Police Service

- Board Guidance for the years 2011 through to 2018 has been to maintain, and not to add to, staffing.
- The Service is an active participant in the Municipal Benchmarking Network Canada (MBN Canada), formerly known as OMBI.
- MBN Canada is an initiative undertaken by 16 Ontario municipalities to improve effectiveness and efficiency in the provision of services through information sharing and benchmarking of service levels and costs (Peel Region does not participate in MBN Canada).

The following chart shows that policing in Durham is provided at a cost which is competitive with comparable Police Services.

### PLCE235 - Policing Net Operating Cost per Capita

<b>Publicly Reportable:</b>		<b>Yes</b>		
<b>Priority Measure:</b>		<b>No</b>		
<b>Rank</b>	<b>Municipality</b>	<b>2017 Result</b>	<b>2016 Result</b>	<b>2015 Result</b>
1	Halton	\$239	\$240	\$237
2	York	\$261	\$266	\$261
3	<b>Durham</b>	<b>\$266</b>	<b>\$260</b>	<b>\$259</b>
4	Hamilton	\$286	\$281	\$274
5	Waterloo	\$300	\$292	\$280
6	Niagara	\$319	\$316	\$317
7	Toronto	\$382	\$387	\$392
<b>Average</b>		<b>\$293</b>	<b>\$292</b>	<b>\$289</b>



### **PSB Community Safety Monitoring Report (September 11, 2018)**

#### **Board Policy Statement:**

*The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.*

*It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:*

- *Halton,*
- *Hamilton,*
- *Niagara*
- *Ottawa,*
- *Peel,*
- *Toronto,*
- *Waterloo, and*
- *York.*

#### **Reporting**

*The following measures will be considered in an assessment of community safety:*

- *Overall crime rate*
- *Violent crime rate*
- *Property crime rate*
- *Crime severity index*
- *Clearance rate*
- *Weighted clearance rate*
- *Response time to emergency calls*
- *Motor vehicle collision injury and fatality rates*

*The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.*

*An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.*

*The Chief shall report annually on outcomes resulting from this policy.*



## 2019 Business Plan Budget

Durham Regional Police  
Service

### **Interpretation of the Chief of Police:**

The Board End of Community Safety is related to Section 1, principle 1 of the Police Services Act, 1990 – “*The need to ensure the safety and security of all persons and property in Ontario*”. It is also responsive to Section 4(2) items (1), (2) and (5) of the Police Services Act regarding adequate and effective police services involving: crime prevention, law enforcement and emergency response respectively.

It is my interpretation that community safety outcomes are to be assessed based on a comparison against previous years’ statistics, and against our comparator services, and that the measures used in this assessment will reflect the Durham Regional Police Service’s ability to effectively respond to emergency calls for service, and resolve criminal incidents.

It is my further interpretation that the Durham Regional Police Service will rank in the top half of our comparators when assessed on those measures that are commensurate between police services using data published by the Canadian Centre for Justice Statistics (CCJS), Statistics Canada. For those measures that are not commensurate between police services, including response times, traffic injuries and fatalities, and the public’s sense of security, outcomes will be assessed based on comparison to previous years’ statistics within Durham Region.

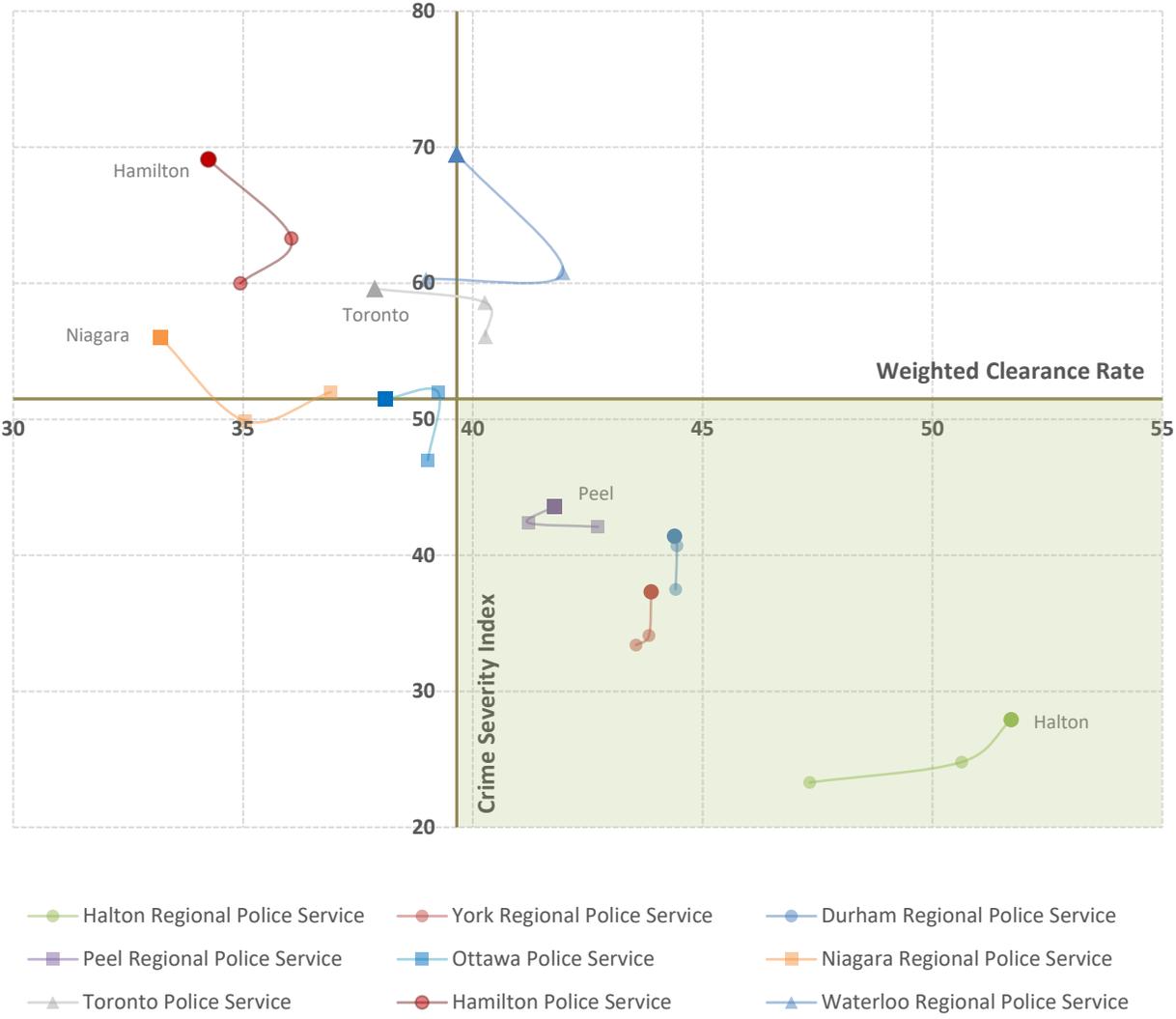
### **Data Support:**

For all measures, excluding violent crime rates, Durham proves to be a leader in community safety by ranking in the top half of its comparators. Note that this is only for measures that had comparator service data available.

Board policy states that Durham Region shall be a leader in community safety among its comparator services. The green performance quadrant (bottom right) in the chart below denotes the leaders, those in the top 50% of the comparators, for both crime severity index and weighted clearance rate. The bolder shapes represent 2017 figures, while the faded shapes and lines indicate changes since 2015. As shown in the chart, the Durham Regional Police Service places within the top 50%.



**Crime Severity Index & Weighted Clearance Rate by Service, 2015-2017**  
 Performance Quadrant Highlighted in Green (Bottom Right)



**Overall Criminal Code (Excluding Traffic) Crime Rate:**

The crime rate is the number of criminal incidents reported to, and substantiated by, police services per 100,000 population. The following table contains crime rate statistics for 2013 through 2017 for Durham and its eight comparator services.

Durham Regional Police maintained the fourth lowest rank for overall crime rate amongst comparator police services in 2017, placing it within the top 50%.



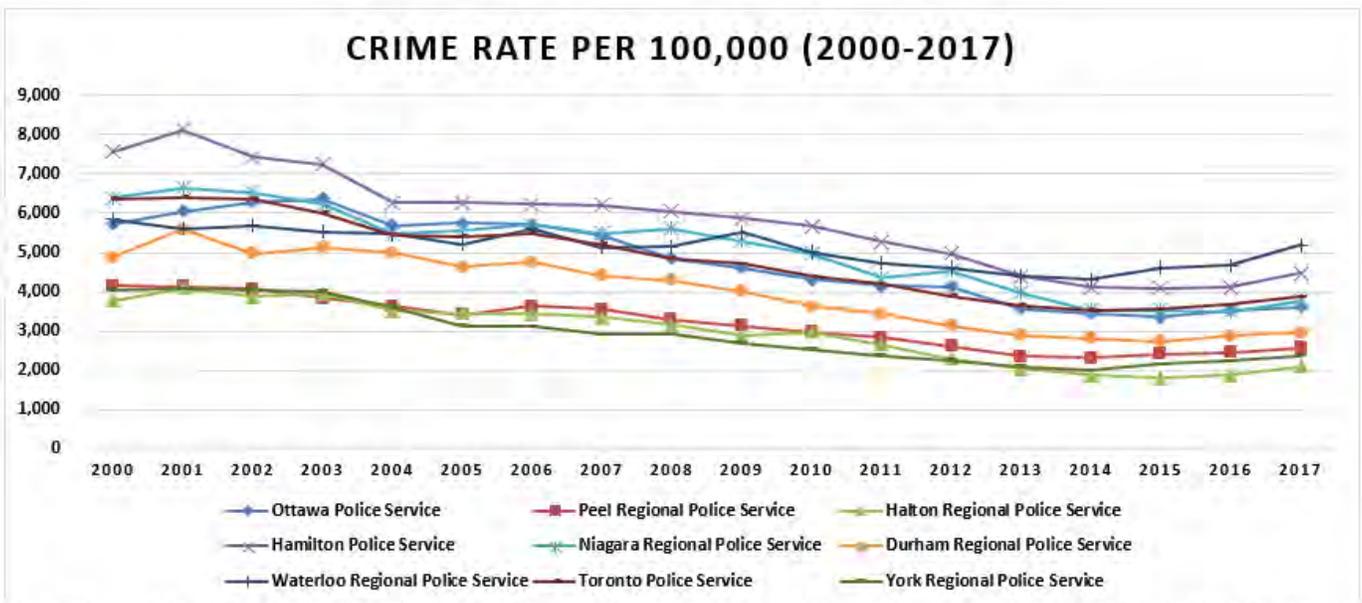
# 2019 Business Plan Budget

## Durham Regional Police Service

### Total Criminal Code (Excluding Traffic) Rate per 100,000 Population

Police Service	2013		2014		2015		2016		2017		2013/14	2014/15	2015/16	2016/17
	Rate	Rank	% Diff.	% Diff.	% Diff.	% Diff.								
Halton Regional Police Service	2021	1	1860	1	1794	1	1873	1	2089	1	-7.9	-3.6	4.4	11.5
York Regional Police Service	2088	2	1988	2	2157	2	2229	2	2361	2	-4.8	8.3	2.9	5.9
Peel Regional Police Service	2359	3	2318	3	2418	3	2447	3	2579	3	-1.7	4.2	1	5.4
<b>Durham Regional Police Service</b>	<b>2896</b>	<b>4</b>	<b>2807</b>	<b>4</b>	<b>2723</b>	<b>4</b>	<b>2862</b>	<b>4</b>	<b>2949</b>	<b>4</b>	<b>-3.1</b>	<b>-2.9</b>	<b>5.1</b>	<b>3</b>
Ottawa Police Service	3567	5	3445	5	3359	5	3524	6	3605	5	-3.4	-2.5	5.2	2.3
Niagara Regional Police Service	3974	7	3522	6	3526	6	3500	5	3773	6	-11.4	0.1	-0.7	7.8
Toronto Police Service	3650	6	3537	7	3553	7	3679	7	3863	7	-3.1	0.4	2.9	5
Hamilton Police Service	4382	8	4112	8	4095	8	4100	8	4479	8	-6.2	-0.4	-1.1	9.2
Waterloo Regional Police Service	4385	9	4302	9	4605	9	4679	9	5189	9	-1.9	7	1.8	10.9

Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2018-07-31)  
 Note: Rates are rounded to the nearest whole number.



Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2018-07-31)

There has been a general declining trend in overall crime rate among DRPS and its comparator police services over the past eighteen years. This trend began to reverse in 2015, although the increases between 2016 and 2017 were more moderate in Durham region relative to our comparators.



# 2019 Business Plan Budget

## Durham Regional Police Service

### Violent Crime Rate:

The violent crime rate is the number of reported violent crimes reported to, and substantiated by, police services per 100,000 population.

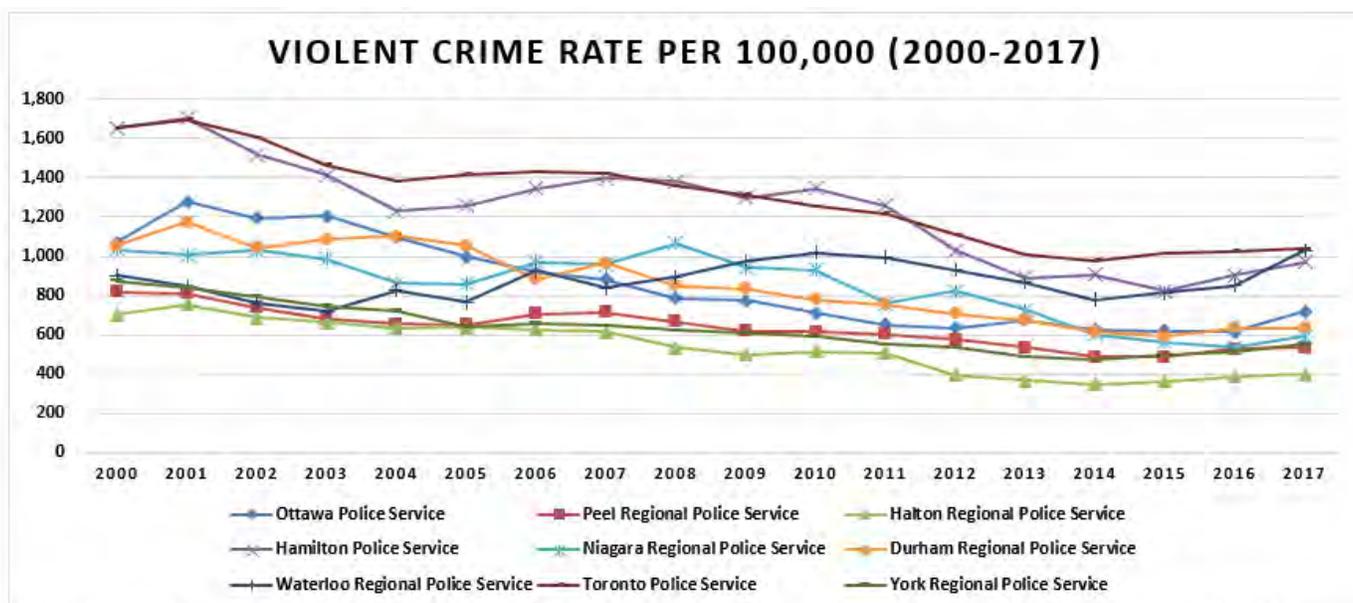
Durham Regional Police returned to a fifth-place ranking in violent crime rate among comparator police services in 2017.

### Violent Crime Rate per 100,000 Population

Police Service	2013		2014		2015		2016		2017		2013/14	2014/15	2015/16	2016/17
	Rate	Rank	% Diff.	% Diff.	% Diff.	% Diff.								
Halton Regional Police Service	367	1	344	1	360	1	385	1	398	1	-6.2	4.6	7	3.2
Peel Regional Police Service	533	3	486	3	487	2	524	3	536	2	-8.9	0.1	6.9	2.2
York Regional Police Service	486	2	471	2	495	3	515	2	551	3	-3	4.8	3.7	6.9
Niagara Regional Police Service	725	6	604	4	562	4	533	4	591	4	-16.8	-6.9	-5.4	10.8
<b>Durham Regional Police Service</b>	<b>676</b>	<b>5</b>	<b>615</b>	<b>5</b>	<b>591</b>	<b>5</b>	<b>634</b>	<b>6</b>	<b>633</b>	<b>5</b>	<b>-8.9</b>	<b>-4</b>	<b>7.3</b>	<b>-0.1</b>
Ottawa Police Service	674	4	624	6	617	6	614	5	718	6	-7.4	-1.2	-0.8	17
Hamilton Police Service	891	8	907	8	820	8	902	8	970	7	1.9	-9.6	9.8	7.6
Waterloo Regional Police Service	865	7	778	7	813	7	850	7	1029	8	-10	4.4	4.8	21
Toronto Police Service	1005	9	980	9	1015	9	1026	9	1038	9	-2.5	3.6	-0.3	1.2

Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2018-07-31)  
 Note: Rates are rounded to the nearest whole number

Durham Region’s violent crime rate remains relatively unchanged from 2016. This is in contrast to the trend among comparator services, all of which experienced an increase.



Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2018-07-31)



# 2019 Business Plan Budget

# Durham Regional Police Service

## Property Crime Rate:

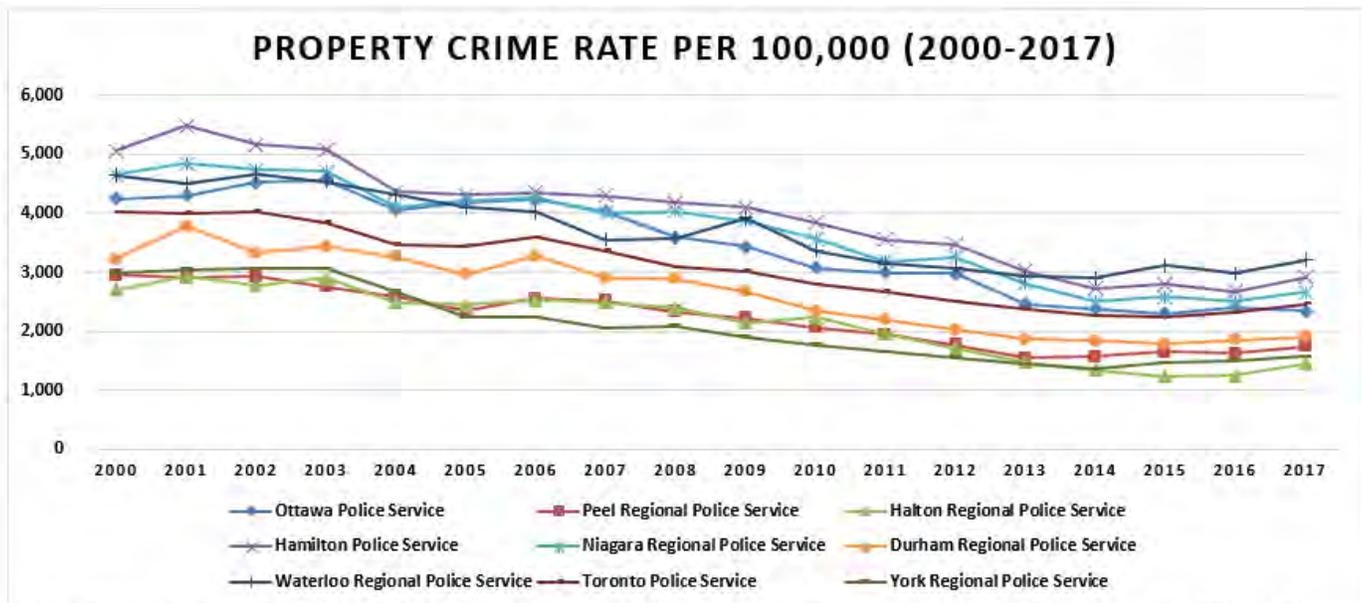
While the rate of property crime reported to the Durham Regional Police Service increased by nearly 3% over the previous year, the service continues to rank fourth in property crime rate amongst comparator services, placing it in the top 50%.

### Property Crime Rate per 100,000 Population

Police Service	2013		2014		2015		2016		2017		2013/14	2014/15	2015/16	2016/17
	Rate	Rank	% Diff.	% Diff.	% Diff.	% Diff.								
Halton Regional Police Service	1472	2	1340	1	1236	1	1248	1	1452	1	-9	-7.8	0.9	16.3
York Regional Police Service	1439	1	1350	2	1466	2	1495	2	1569	2	-6.2	8.4	1.6	5
Peel Regional Police Service	1543	3	1565	3	1648	3	1615	3	1736	3	1.4	5.2	-2	7.5
<b>Durham Regional Police Service</b>	<b>1860</b>	<b>4</b>	<b>1833</b>	<b>4</b>	<b>1778</b>	<b>4</b>	<b>1844</b>	<b>4</b>	<b>1896</b>	<b>4</b>	<b>-1.5</b>	<b>-3</b>	<b>3.7</b>	<b>2.8</b>
Ottawa Police Service	2465	6	2386	6	2304	6	2409	6	2346	5	-3.2	-3.5	5.1	-2.6
Toronto Police Service	2379	5	2264	5	2233	5	2314	5	2466	6	-4.8	-1.4	3.2	6.6
Niagara Regional Police Service	2811	7	2505	7	2580	7	2503	7	2662	7	-10.9	3	-2.9	6.3
Hamilton Police Service	3016	9	2727	8	2789	8	2675	8	2916	8	-9.6	2.3	-4.2	9
Waterloo Regional Police Service	2930	8	2894	9	3111	9	2978	9	3204	9	-1.2	7.5	-4.1	7.6

Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2018-07-31)

Note: Rates are rounded to the nearest whole number



Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario. (accessed: 2018-07-31)

Property crime rates have experienced a declining trend over the past eighteen years. In recent years, the difference in property crime rates between police services has narrowed.



## Crime Severity Index (CSI):

The Crime Severity Index (CSI) is a measure of crime that reflects the relative seriousness of individual offences. It includes all Criminal Code violations, including traffic, as well as drug violations and all federal statutes reported to police. The seriousness, or weight, assigned to an incident is based on actual sentences handed down by the courts in all provinces and territories.

Using the CSI reduces the impact of high volume, less serious offences compared to traditional measures such as crime rate. To facilitate comparisons Statistics Canada standardizes the index to a national score of 100 using 2006 as the base year.

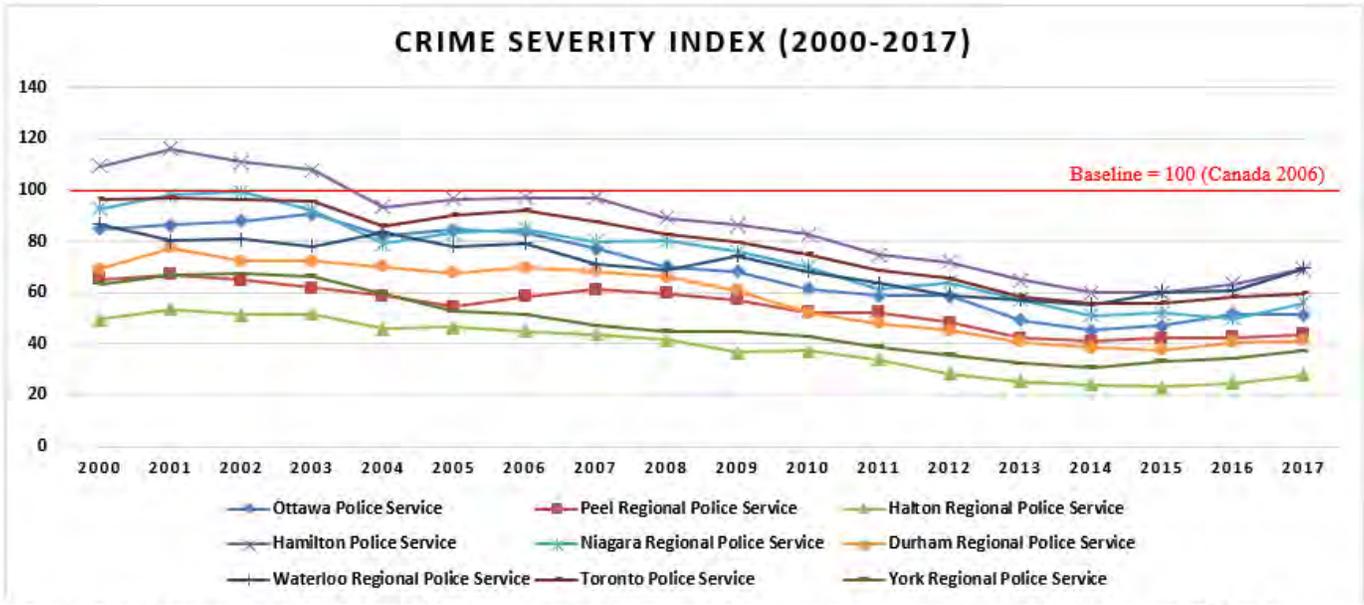
The following table contains Crime Severity Index figures for the five years between 2013 and 2017, with data from the eight-comparator police services. Durham Regional Police maintains its third ranking amongst comparator police services.

Durham Regional Police maintained the third lowest rank for crime severity amongst comparator police services in 2017, placing it within the top 50%.

### Overall Crime Severity Index

Police Service	2013		2014		2015		2016		2017		2013/14	2014/15	2015/16	2016/17
	Rate	Rank	% Diff.	% Diff.	% Diff.	% Diff.								
Halton Regional Police Service	25.5	1	24.1	1	23.3	1	24.8	1	27.9	1	-5.2	-3.4	6.1	12.7
York Regional Police Service	32.4	2	30.7	2	33.4	2	34.1	2	37.3	2	-5.3	8.6	2.3	9.4
<b>Durham Regional Police Service</b>	<b>40.7</b>	<b>3</b>	<b>38.4</b>	<b>3</b>	<b>37.5</b>	<b>3</b>	<b>40.7</b>	<b>3</b>	<b>41.4</b>	<b>3</b>	<b>-5.7</b>	<b>-2.2</b>	<b>8.3</b>	<b>1.8</b>
Peel Regional Police Service	42.3	4	40.8	4	42.1	4	42.4	4	43.6	4	-3.6	3.1	0.55	3.1
Ottawa Police Service	49.4	5	45.2	5	47	5	52	6	51.5	5	-8.6	4	9.9	-0.2
Niagara Regional Police Service	57.2	7	50.9	6	52	6	49.9	5	56	6	-11	2	-4	12.2
Toronto Police Service	58.4	8	55.6	8	56.1	7	58.6	7	59.6	7	-4.8	0.8	4.4	1.8
Hamilton Police Service	64.8	9	59.9	9	60	8	63.3	9	69.1	8	-7.6	0.3	5.6	9.1
Waterloo Regional Police Service	57.2	6	55.5	7	60.3	9	60.8	8	69.5	9	-3	8.7	0.8	14.4

Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2018-07-31)



Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2018-07-31)

Over the past eighteen years, the Durham Regional Police Service and its comparators (with the exception of Hamilton Police Service between 2000-2003) have remained below the baseline Crime Severity Index value of 100. In general, the CSI has declined over this time, although recent years have seen a slight increase. Durham Regional Police Service has maintained a third-place ranking in this measure since 2010.

**Clearance Rate:**

The clearance rate is defined as the number of incidents cleared, by charge or otherwise, during the year as a percentage of incidents reported to- and substantiated by- the police service in that year.

The following table contains clearance rate statistics for 2013 through 2017, with data from the eight comparator police services. In 2017, Durham Regional Police experienced a slight increase in clearance rate, moving to a rank of third amongst comparator services, and maintaining a place within the top 50%.



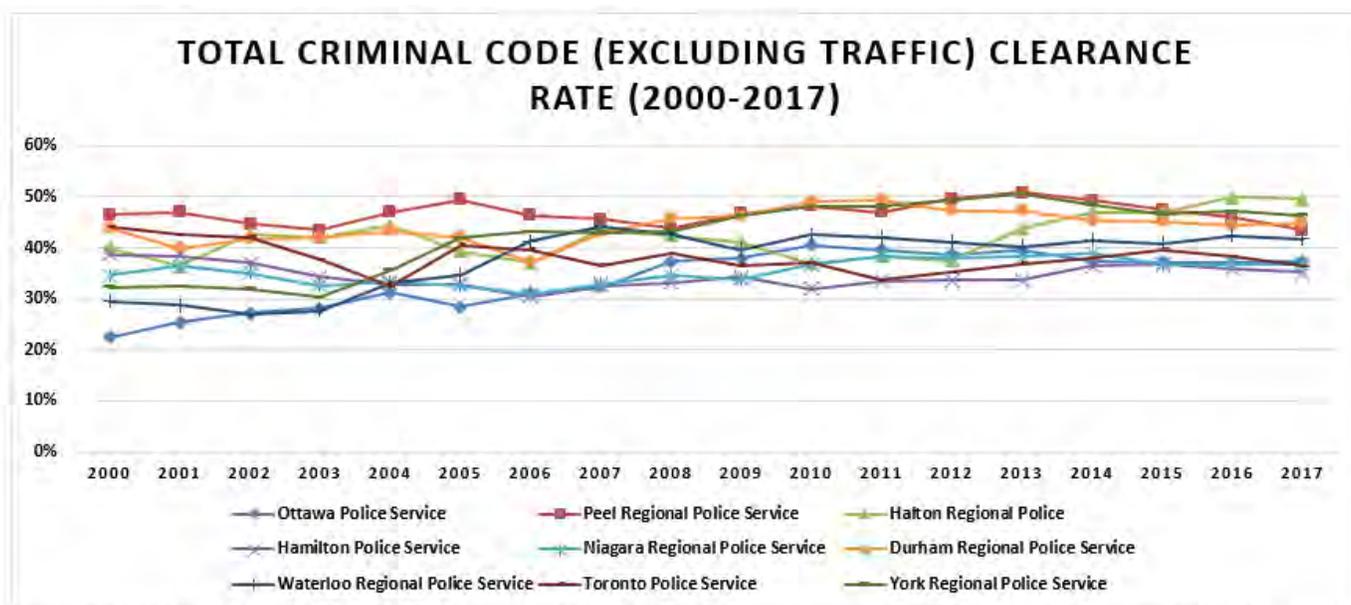
# 2019 Business Plan Budget

## Durham Regional Police Service

### Total Criminal Code (Excluding Traffic) Clearance Rate

Police Service	2013		2014		2015		2016		2017		2013/14	2014/15	2015/16	2016/17
	Rate%	Rank	% Diff.	% Diff.	% Diff.	% Diff.								
Halton Regional Police Service	43.8	4	47	3	46.9	2	49.9	1	49.6	1	7.2	-0.1	6.3	-0.5
York Regional Police Service	50.5	2	48.6	2	46.6	3	47.1	2	46.4	2	-3.9	-4	1.1	-1.5
<b>Durham Regional Police Service</b>	<b>47.3</b>	<b>3</b>	<b>45.3</b>	<b>4</b>	<b>45.1</b>	<b>4</b>	<b>44.3</b>	<b>4</b>	<b>44.8</b>	<b>3</b>	<b>-4.3</b>	<b>-0.3</b>	<b>-1.8</b>	<b>1.1</b>
Peel Regional Police Service	50.8	1	49.2	1	47.4	1	45.9	3	43.4	4	-3.1	-3.7	-3.3	-5.3
Waterloo Regional Police Service	40.3	5	41.5	5	40.8	5	42.4	5	41.8	5	3.1	-1.7	3.8	-1.4
Ottawa Police Service	39.4	6	37.4	8	37.1	7	37	7	37.3	6	-5.2	-0.7	-0.4	0.9
Niagara Regional Police Service	38.2	7	38.8	6	36.7	9	36.8	8	36.8	7	1.4	-5.5	0.4	0
Toronto Police Service	36.8	8	38	7	39.7	6	38.3	6	36.3	8	3.2	4.6	-3.5	-5.1
Hamilton Police Service	33.7	9	36.5	9	36.9	8	35.9	9	35.1	9	8.1	1.1	-2.5	-2.3

Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2018-07-31)



Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2018-07-31)

In general, the clearance rates of Durham Regional Police Service and its comparators have increased slightly over the past eighteen years. Since 2014, the difference in clearance rates between police services has narrowed.

### Weighted Clearance Rate:

The weighted clearance rate improves the comparability of clearance rates – the proportion of crimes solved by police – among police services, since it accounts for differences in the severity of crime. Similar to the concept behind the Crime Severity Index, the calculation of the weighted clearance rate places greater emphasis on the more serious crimes solved by police.

The following table contains weighted clearance rate statistics between 2013 and 2017 for Durham Regional Police Service and the eight comparator police services. Durham Regional Police maintains a



# 2019 Business Plan Budget

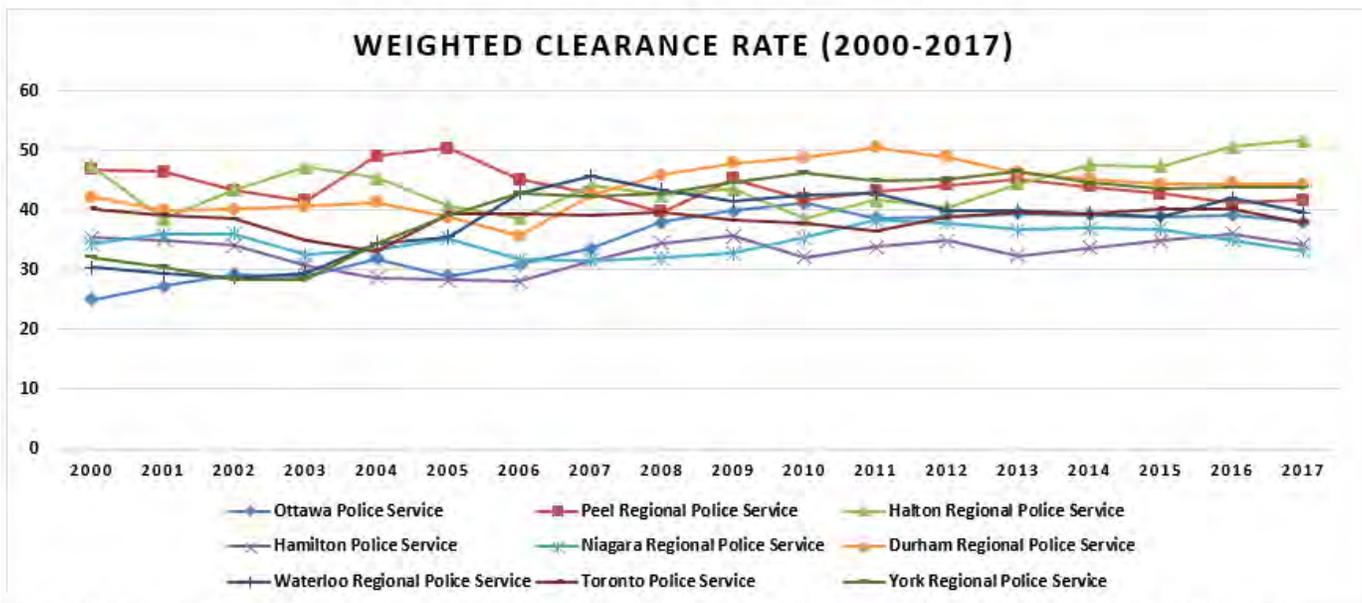
## Durham Regional Police Service

rank of second amongst comparator police services for weighted clearance rates for the fifth consecutive year, placing the service within the top 50%.

### Weighted Clearance Rates

Police Service	2013		2014		2015		2016		2017		2013/14	2014/15	2015/16	2016/17
	WCR	Rank	% Diff.	% Diff.	% Diff.	% Diff.								
Halton Regional Police Service	44.43	4	47.61	1	47.33	1	50.63	1	51.71	1	7.16	-0.59	6.97	2.13
<b>Durham Regional Police Service</b>	<b>46.33</b>	<b>2</b>	<b>45.25</b>	<b>2</b>	<b>44.41</b>	<b>2</b>	<b>44.44</b>	<b>2</b>	<b>44.39</b>	<b>2</b>	<b>-2.33</b>	<b>-1.86</b>	<b>0.07</b>	<b>-0.11</b>
York Regional Police Service	46.59	1	44.65	3	43.55	3	43.83	3	43.88	3	-4.16	-2.46	0.64	0.11
Peel Regional Police Service	45.33	3	43.95	4	42.72	4	41.2	6	41.78	4	-3.04	-2.8	-3.56	1.41
Waterloo Regional Police Service	39.87	5	39.48	5	38.98	7	41.96	4	39.65	5	-0.98	-1.27	7.64	-5.51
Ottawa Police Service	39.44	7	39.19	7	39.02	6	39.24	7	38.11	6	-0.63	-0.43	0.56	-2.88
Toronto Police Service	39.6	6	39.37	6	40.27	5	40.26	5	37.87	7	-0.58	2.29	-0.02	-5.94
Hamilton Police Service	32.44	9	33.66	9	34.94	9	36.05	8	34.25	8	3.76	3.8	3.18	-4.99
Niagara Regional Police Service	36.78	8	37.03	8	36.91	8	35.04	9	33.2	9	0.68	-0.32	-5.07	-5.25

Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2018-07-31)



Source: Statistics Canada. Table 35-10-0188-01- Crime severity index and weighted clearance rates, police services in Ontario. (accessed: 2018-07-31)

### Response Time to Emergency Calls:

Response time is defined as the number of minutes it takes a unit to arrive on scene from the time a call is received. Emergency calls are those calls that are citizen initiated, or would likely have been citizen initiated, and are dispatched as a priority one call through the regular dispatch queue. These exclude follow-up calls, duplicate calls, and calls that were cancelled by dispatch.

The following table shows various time thresholds (from eight to twelve minutes) and the percentage of emergency calls for service that had a response time less than the threshold by division.



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## Durham Regional Police Service

Response Time		Under 8 minutes	Under 9 minutes	Under 10 minutes	Under 11 minutes	Under 12 minutes
DRPS	2018*	54%	62%	69%	75%	79%
	2017	54%	62%	69%	75%	79%
	2016	55%	63%	70%	76%	80%
North	2018*	31%	39%	49%	56%	60%
	2017	32%	38%	43%	49%	55%
	2016	30%	39%	46%	51%	58%
East	2018*	46%	56%	62%	70%	75%
	2017	43%	52%	61%	67%	73%
	2016	50%	57%	64%	71%	75%
Central East	2018*	65%	72%	80%	84%	88%
	2017	66%	74%	80%	85%	88%
	2016	69%	77%	83%	87%	89%
Central West	2018*	51%	59%	66%	71%	77%
	2017	52%	61%	68%	74%	80%
	2016	52%	61%	68%	74%	80%
West	2018*	54%	62%	69%	75%	81%
	2017	55%	64%	70%	77%	81%
	2016	54%	62%	70%	77%	82%

Source: DRPS records management system  
 \*2018: January 1<sup>st</sup> 2018 to July 31<sup>st</sup> 2018

The average emergency response time in 2017 was just under nine minutes (8 min. 55 sec.).

Although the definitions of response time and an emergency call for service are similar amongst police services, they are open to variations in interpretation, and criteria may be applied differently between services. Unlike the reporting of criminal incidents to the Canadian Centre for Justice Statistics, there is no standard reporting mechanism for response times, or for calls for service in general. As a result, response time to emergency calls are not comparable amongst police services.

### Motor Vehicle Collision Injuries and Fatalities

The following table summarizes the number of motor vehicle collisions with injury (a count of incidents) and the number of motor vehicle collision fatalities (a count of persons) over the last five years. The table also contains a summary of the same statistics year-to-date for the current- and past two- years.

The number of motor vehicle collisions involving injury decreased by 64 incidents (4%) between 2016 and 2017. The number of fatalities resulting from motor vehicle collisions decreased by two (10%) in the same period.



# 2019 Business Plan Budget

# Durham Regional Police Service

## Number of Motor Vehicle Collision with Injury and Motor Vehicle Collision Fatalities

	2013	2014	2015	2016	2017	% Change 2016/17	Year-To-July 31			Year-To-July 31
							2016	2017	2018	% Change 2017/18
Motor Vehicle Collision-Injury	1682	1657	1678	1734	1670	-4%	973	899	915	1.8%
Fatalities Resulting From Motor Vehicle Collision*	24	18	22	21	19	-10%	9	8	10	25%

\*As reported in DRPS Traffic Services Branch Call-Out Sheets. Fatalities resulting from a medical episode independent of the collision are not included.

The table on the right outlines the factors that contribute to fatal collisions and the resulting fatalities and injuries. Values in the columns do not add up to the number of fatal collisions as there may be multiple factors involved in a single incident.

## Contributing Causes to Fatal Collisions

	Factor	2016	2017
Contributing Causes of Fatal Collisions†	Alcohol	5	5
	Drugs	3	2
	Distraction	0	0
	Speed	6	6
	Environment (Roads)	2	2
	Weather	1	1
	Driver Error	16	15
Contributing Causes to Death or Injury in Fatal Collisions†	Seatbelt	4	3
	Fire	0	2
	Vehicle Condition	0	0

† multiple factors may be involved in each collision

## Sense of Security

The Durham Regional Police Service is currently in the process of conducting a public opinion survey that will collect information on the sense of security felt by members of the community. The last survey of this type ran between September 2015 and January 2016. The information in the following paragraphs comes from this last survey.

Participants were asked about their feelings of safety during both day and night across a variety of settings ranging from open areas, to roads and downtown centres. Overall, a majority of respondents (85%) indicated that they *Usually* or *Always* felt safe during the day in the region, while a smaller majority (73%) indicated that they *Usually* or *Always* feel safe at night.

During the day, respondents felt most secure in their homes (95%) and in local malls and plazas (91%). Respondents also felt safe while driving in the region (83%), and while walking alone in their neighbourhood (83%). Slightly lower levels of safety were reported while in downtown areas (77%), while walking in parks (78%), and while riding public transit (79%).

Nearly three-quarters (73%) of respondents stated that they *Usually* or *Always* felt safe in the region at night. Ninety per cent (90%) report feeling safe in their residence at night. Eighty per cent (80%) of respondents report feeling safe in their local mall or plaza at night, and a similar portion (79%) say that they feel safe while driving in the region at night. Feelings of safety drop for the following settings during the night: walking in the downtown area (58%), walking alone in their neighbourhood (66%), riding public transit (65%), and while walking in parks (50%).



## 2019 Business Plan Budget

Durham Regional Police  
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In addition to asking about their sense of security, respondents are asked how often the fear of crime prevents them from doing things that they would like to do. Sixty-nine per cent (69%) answered that fear of crime *Rarely* or *Never* prevented them from engaging in activities.

Over three quarters (77%) of respondents said that they feel the roads are usually or always safe in the region. These results are similar to those received in previous surveys.

### **BASIC STAFFING PRINCIPLES:**

- Flexible deployment is based on the needs of the community. The combination of specialists and generalists changes over time and place as community needs change. For example, when a serious crime occurs, staff are brought from all policing areas across the Region to work on solving the crime.
- Front-line officers need an appropriate level of support to achieve their goals and this is a fact of life in policing as it is in any other service organization. Civilians work in both front-line policing functions (like call dispatching and front desk) as well as specialized functions supporting front-line service providers.
- Right skills for the job; The Service has both sworn and civilian members. The ratio of sworn to full-time civilian members is 2.9:1 which is similar to comparable police services in Ontario.
- As the Service grows, specialist civilian roles assume more functions allowing sworn members to focus on operational rather than support tasks.

### **Major Capital Projects (see detailed capital schedule at the end of this package):**

The Service's most recent completed building project was Phase 1 of the Clarington Police Complex which was completed and opened in early 2016. These buildings replaced the East (Clarington) Division and the Forensic Investigation Facility.

The Next Generation Common Communications Platform (NGCCP) commenced operation in September 2014.

The 2020 Capital Forecast contains \$54.5 million for the building of Phase 2 of the Clarington Police Complex, which includes the Regional Support Centre to contain Fleet, Quartermaster, Evidence and Property, Canine, and Tactical Support, and a new building to house the Centre for Investigative Excellence containing Serious and Organized Crime functions. In 2015, \$5.26 million was approved for the design, project management and land acquisition for Phase 2. The total project cost estimate is \$60 million.

In 2022 the Capital Forecast shows the design phase of the Durham North West Seaton building which will be required to support the growth in that area and will serve as a replacement for the current West Division building.

These capital projects will have a major impact on the operating budget due to the significant costs to service the debt that will finance the projects.

Details of the long term Capital Expenditures plan may be reviewed at the end of this budget document in the Section titled 2019 – 2028 Capital Forecast.



### **BOARD ENDS POLICIES EFFECTIVE JANUARY 1, 2011**

#### **1) Community Safety**

##### **Policy Statement**

The vision of the Durham Regional Police Service is to have the safest community for people to live, work and play. A strong sense of personal security is an important element of the quality of life that citizens and visitors enjoy.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall promote and protect the safety and security of all persons and property. In so doing, the DRPS shall contribute to making Durham Region a leader (within the top 50%) in community safety among the following comparator communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

##### **Reporting**

The following measures will be considered in an assessment of community safety:

- Overall crime rate
- Violent crime rate
- Property crime rate
- Crime severity index
- Clearance rate
- Weighted clearance rate
- Response time to emergency calls
- Motor vehicle collision injury and fatality rates

The sense of security felt by residents and visitors will also be considered a relevant factor in evaluating community safety, and will be assessed through regular public opinion surveys.

An assessment of community safety in Durham Region will also include a comparison to the previous years' statistics in Durham Region.

The Chief shall report annually on outcomes resulting from this policy.



## 2) Community Policing

### Policy Statement

The mission, philosophy and values of the Durham Regional Police Service emphasize the importance of working in partnership with citizens communities. Working in collaboration with community partners fosters trust and confidence in the police.

It is the policy of the Durham Regional Police Services Board that police services in Durham Region shall be delivered in partnership with communities and citizens to proactively address and resolve community problems. These partnerships will focus on the root causes of crime, aim to reduce fear of crime, and maintain and enhance high levels of community safety.

### Reporting

An assessment of community policing in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

## 3) Assistance to Victims of Crime

### Policy Statement

The police are often the first point of contact within the criminal justice system for victims of crime, who have a wide range of needs based on their own unique circumstances. Having experienced the trauma of being victimized, all victims deserve special care and attention.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service will extend victims of crime an abundance of respect and understanding and appropriate levels of support and services.

### Reporting

An assessment of assistance to victims of crime in Durham Region shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

## 4) Community Diversity

### Policy Statement



## 2019 Business Plan Budget

## Durham Regional Police Service

An effective and responsive police service must reflect the composition of the communities it serves. The police service must further demonstrate respect and sensitivity to the pluralistic, multiracial and multicultural character of its communities in the delivery of its programs and services.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall embrace diversity internally as an employer and externally through the services provided by the DRPS. The values of inclusiveness, tolerance, and respect will be promoted and maintained throughout the organization and the communities served by the DRPS.

### Reporting

An assessment of the level of diversity embraced by the DRPS shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

## 5) Cost of Policing Services

### Policy Statement

Policing is a critical public service, and an expensive one for the taxpayer. Financial resources must be treated with great respect and diligence, and the potential for efficiencies examined continually.

It is the policy of the Durham Regional Police Services Board that policing shall be provided at a competitive cost, relative to the following similar communities in Ontario:

- Halton,
- Hamilton,
- Niagara
- Ottawa,
- Peel,
- Toronto,
- Waterloo, and
- York.

### Reporting

The following measures will be considered in an assessment of policing costs:

- Cost per police officer
- Cost per police member (officers and civilians)
- Cost per capita

The Chief shall report annually on this policy.



## 2019 Business Plan Budget

Durham Regional Police  
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### 2017-2019 Business Plan:

#### Introduction

This document represents the input of thousands of members of our community on the topic of public safety and policing services. Our Business Plan is a guiding document that sets out the major priorities for our police service to focus on over the next three years. The goals and objectives laid out in this plan serve as a template for the daily activities of hundreds of our members.

The Business Plan forms the basis for subsequent Community Safety Plans, which are developed annually at each of our five community police stations. These Community Safety Plans, in turn, translate into the initiatives and activities carried out by members across the Service in the course of their duties. The individual performance of each member is determined, in part, by their contribution to the Community Safety Plan. In this way, the goals and objectives set forth in the Business Plan cascade down to the activities of individual members on a daily basis.

A business plan is not just a set of goals to be achieved over a specific time frame. A business plan is also an accounting of public value; providing the citizens that receive policing services with the ability to assess the quality and value of those services. No plan is complete without a way to measure an organization's progress on its stated goals. Each goal within this plan is associated with measurable objectives. As part of the accountability mechanism, the Chief of Police reports on our business plan progress semi-annually to the Police Services Board.



### Review of the 2014-2016 Business Plan

The following pages highlight some of the results from our 2014-2016 Business Plan. The four main priorities in this plan were Community Presence, Community Engagement, Community of Our Youth, and Professionalism and Accountability.

#### COMMUNITY PRESENCE

- Overall Crime Rate in Durham Region decreased by 5% from 2013 to 2015
- Crime Severity Index in Durham Region decreased by 7% from 2013 to 2015
- Our Weighted Clearance Rate is consistently among the highest when compared to similarly sized municipalities in Ontario
- The DRPS led a multi-jurisdictional project to fight human trafficking
- The NextGen radio system was implemented, allowing better integration with other emergency service providers
- Increased the number of foot and bike patrols conducted in communities throughout the region

#### COMMUNITY ENGAGEMENT

- The DRPS official Twitter account has over 26,000 followers and recently surpassed one million Tweet impressions in a month
- Since its inception in June 2015, Durham Connect has achieved success in 130 cases of acutely elevated risk and has helped 239 people
- 78% of residents are satisfied or very satisfied with the quality of police services in Durham Region
- 90% of residents agree that DRPS officers are approachable
- DRPS instituted the annual Speak Up Durham event which asked citizens to participate in a discussion about diversity and community relations
- A new partnership with Medic Alert has allowed DRPS officers to quickly locate missing individuals with dementia



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### COMMUNITY OF OUR YOUTH

- Youth Crime Rate decreased by 20% between 2013 and 2015
- In 2014, DRPS became one of only three services in Canada to offer an after-school Youth in Policing program
- The School Resource Officer program was implemented, which placed officers into full time roles within schools around the Region
- DRPS officers continue to engage in initiatives that create positive relationships between youth and police including Gowns for Girls, Youth Development through Sport and Racing Against Drugs to name a few
- A new 20-year lease was negotiated with the Kids' Safety Village which teaches 10,000 kids a year about roadway and personal safety
- New specialty cruisers displaying anti-bullying and Pride messages were unveiled

### PROFESSIONALISM AND ACCOUNTABILITY

- The Fair and Impartial Policing program which trains DRPS members on the science of bias and prejudice was developed and implemented with all members scheduled to receive training by the end of 2016
- A scorecard for our Business Plan was developed to show progress on stated goals and priorities
- The Continuous Improvement Program has improved efficiency and effectiveness through a staged corporate wide review
- Members of DRPS Command attended all eight Municipal Councils as well as Regional Council to hear your concerns and gather your input on the services that we provide
- Public Community Safety Plans are produced by each Division annually to inform citizens of local initiatives and priorities

## Trends and Issues in Durham Region

### DEMOGRAPHICS

- Durham Region continues to experience a growth in population with an overall population growth rate of 8.4% between 2006 and 2011. The population of Durham Region is expected to rise to 722,300 by 2019 and to 960,000 by 2031.
- Baby Boomers (aged 53-71 in 2017) are the most prominent cohort in Durham Region according to the 2011 Census.
- Compared to Canada and Ontario, Durham Region had a higher percentage of children under the age of 14 (18.6%) and young people aged 15-24 (14.3%).
- Immigrants accounted for 21.3% of Durham Region's population in 2011. This represents an increase from 19.1% in 2006.



## 2019 Business Plan Budget

## Durham Regional Police Service

- More than twenty per cent (21.4%) of the Region's population identified as visible minority in the 2011 National Household Survey.

### CRIME TRENDS

- Crime in Canada is at its lowest level since 1969. Crime rates in Durham Region have decreased by nearly 30% between 2009 and 2014.
- Rates of violent crime have decreased by 25.6% since 2009 while rates of property crime have decreased by 30.7%.
- Persons aged 12 – 23 made up approximately one third of those accused of crime in 2014.
- There were nearly 1,500 apprehensions made under the Mental Health Act in Durham Region in 2014. This represents an increase of 49.4% since 2009.
- Calls related to domestic incidents made up approximately 13% of all citizen-generated calls for service in 2014.

### VICTIMIZATION

- The Durham Regional Police Service 2015 Public Opinion Survey found that 17% of respondents in Durham Region have been the victim of a crime in the past year.
- People under 24 years of age, females, those who identify as a member of a racialized group, and those with a low household income were all more likely to be victims of crime, especially violent crime.
- Cases that come to the Durham Connect table have an average of 10 risk factors each. Suspected mental health problems are the most commonly identified risk factor.
- Between 2 and 9 agencies are involved in collaborative interventions in each case that comes through Durham Connect.

### TRAFFIC

- The number of collisions in Durham Region resulting in an injury rose from 1,403 in 2009 to 1,663 in 2015. This represents an increase of 18.5%.

### IMPLICATIONS FOR POLICING IN DURHAM REGION

- Growing diversity in our Region presents an array of opportunities for the Durham Regional Police Service, as well as a set of associated challenges. Recruitment and outreach efforts should be implemented to strengthen community partnerships and build a workforce that is representative of the community we serve. As a Service, we will also need to be proactive in bridging any language or cultural barriers that may impede our efforts to provide quality police services in this area.
- As the cohort of Baby Boomers moves into retirement, appropriate measures should be taken to ensure that criminal issues affecting seniors are addressed.



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- While the overall crime rate has steadily decreased over the past decade, calls for police service have remained relatively stable. Police are increasingly required to deal with issues that are social or non-criminal in nature. These can include dealing with issues related to mental illness or domestic disputes. Strategies will need to be developed to increase the efficiency and effectiveness of our response to these issues. A key element of strategies in this area will be partnering with other social service agencies to perform targeted interventions aimed at sustainably reducing risk factors in these types of situations.
- Certain types of crime such as cyber-crime and fraud have been steadily increasing over the past few years, despite the overall drop in crime rate. These crimes can often be difficult to address due to the complexity of the technology used and the geographic dispersion of offenders. Education and prevention will be an important part of addressing these types of harm, while national partnerships may be required to enhance our overall cyber security.
- Despite a decrease in the rate of youth crime, young people still make up the largest cohort of both victims and perpetrators of crime. Partnerships between schools, police, government departments and community agencies need to be strengthened and maintained to ensure the safety and wellbeing of our youth.
- Traffic issues are one of the most common sources of complaints related to public safety. Durham Regional Police Service needs to play a role in increasing the safety of our roadways through partnership, education, prevention and enforcement.



### The Planning Process

This business plan represents the culmination of one year of research and consultation. Although our organization is constantly adapting to changing requirements, we begin a formal business planning process with the development of an environmental scan, a research report that provides a summary of all of the factors that need to be considered when planning to provide excellent police service over the next few years. The environmental scan document includes an analysis of our region - its growth rate and demographics, the economic environment, infrastructure, and future development. It reviews current trends in crime and victimization. It also provides a look within our organization to reveal current and future changes in staffing, resources, and training.

From this starting point, the planning process continues with its most important component – consultation. The consultation phase includes a number of different activities. We began our consultations by attending public events throughout Durham Region over the summer and fall of 2015 where we held informal, one-on-one conversations with more than 500 members of the public on the topic of community safety and policing.

Following this round of consultation with the general public we turned to our community partners – more than sixty agencies from across the region – who work to provide community safety and well-being in Durham. This consultation took the form of a one-day workshop where policy makers and practitioners from a variety of sectors including health-care, homelessness, poverty, family services, mental health, education, emergency services, municipal and provincial government, child and youth services, and victim services came together to consider the challenges and opportunities of providing community safety in our region.

Throughout the fall of 2015 we attended each of the eight municipal councils and regional council to solicit the input of mayors and councillors on behalf of their constituents.

While face-to-face consultations provide a great deal of information, by their nature they are limited to a relatively small number. To broaden our reach and to make sure that we heard from a wide variety of the public we also conducted two public surveys.

The first was a Public Opinion survey which asked a number of questions about satisfaction with police service, experiences with criminal victimization, and perceptions of safety. The survey also offered respondents the option of providing input into future policing priorities. We received more than 3,300 responses to this survey.

The second survey was aimed at soliciting feedback from businesses throughout the region. We heard from about one out of every eight businesses in Durham about their satisfaction with police service, victimization at their place of business, and their level of participation in crime prevention.

To complete the consultation phase we turned our attention inward and spoke with more than eighty members of our Service, and held an internal employee survey in order to gather feedback on the strengths, challenges and opportunities within our organization.

### Guiding Themes

During consultations with the various groups involved in formulating our Business Plan, the following over-arching themes arose: Communication, Collaboration, Diversity, Innovation & Continuous Improvement, and Accountability. Throughout the consultative process, some variation on one or more of these seemed to underlie the discussion. As we turned towards putting the plan on paper, we used these guiding themes as a compass to make sure that we were on the right path as we devised a set of goals and objectives.



## 2019 Business Plan Budget

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### Strategic Goals

Through the research and consultation process we have identified three strategic goals for our Service to focus on over the next business plan cycle. These goals are: **Deliver Community Safety through Collaboration**; **Demonstrate Excellence in Core Service Delivery**; and to **Build Strength in Our Membership**. Within each of these goals we have developed a set of objectives. Each objective is evaluated using one or more measures that will provide a way to monitor our progress towards achieving our goals.

#### GOAL 1 - DELIVER COMMUNITY SAFETY THROUGH COLLABORATION

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One of the principles underlying policing in Ontario is the need for co-operation between the police and the communities that they serve. This co-operation extends to members of the general public, as well as to the providers of other services including social services, health care, and education. It is incumbent on all of us to contribute to the safety and well-being of our communities. As a police service, we recognize the importance that partnerships play in realizing our vision of having the safest community for people to live, work and play. The objectives set within this goal reflect the principles stated above.

##### **OBJECTIVE 1.1 - BE A PARTNER IN BUILDING STRONG COMMUNITIES**

##### **OBJECTIVE 1.2 – KEEP OUR ROADWAYS SAFE FOR PEDESTRIANS, MOTORISTS AND CYCLISTS**

##### **OBJECTIVE 1.3 - BE A VISIBLE AND ENGAGED MEMBER OF OUR COMMUNITY**

##### **OBJECTIVE 1.4 - RESPOND TO THE CHANGING NATURE OF HARM IN OUR COMMUNITIES**

##### **OBJECTIVE 1.5 - PROTECT VULNERABLE MEMBERS OF THE COMMUNITY**



## GOAL 2 – DEMONSTRATE EXCELLENCE IN CORE SERVICE DELIVERY

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The public expect nothing less than excellence in their institutions. Policing is no exception. The Durham Regional Police Service has a history of providing exceptional service to our community, whether this is through emergency response, skilled investigations, intelligence-led patrols, or through a commitment to prevent harm through partnerships. Our goal of Demonstrating Excellence in Core Service Delivery is a commitment to continue, and build upon, this tradition.

**OBJECTIVE 2.1 - DEVELOP AND REPORT ON EFFECTIVE MEASURES OF SERVICE DELIVERY**

**OBJECTIVE 2.2 - PROVIDE POLICING SERVICES IN A BIAS-FREE MANNER**

**OBJECTIVE 2.3 - DELIVER SERVICE IN A FISCALLY PRUDENT MANNER THROUGH INNOVATION AND CONTINUOUS IMPROVEMENT**

**OBJECTIVE 2.4 - FOCUS ON CUSTOMER SERVICE**

**OBJECTIVE 2.5 - ENSURE INVESTIGATIVE EXCELLENCE**

**OBJECTIVE 2.6 - IMPROVE OUR ABILITY TO USE INFORMATION TO MAKE EFFECTIVE DECISIONS**

## GOAL 3 – BUILD STRENGTH IN OUR MEMBERSHIP

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The work that our members - both civilian and sworn - perform on a day-to-day basis forms the core of our service. It is through our members' actions and efforts that we strive to create the safest community for people to live, work and play. Therefore, our Service must work to ensure that we maintain a highly-skilled, effective, and diverse workforce. Our final goal of Building Strength in our Membership addresses the key issues that will be necessary to meet the challenges of the future.

**OBJECTIVE 3.1 - ATTRACT A SKILLED WORKFORCE THAT REFLECTS OUR COMMUNITY**

**OBJECTIVE 3.2 – DEVELOP LEADERSHIP CAPACITY IN OUR ORGANIZATION**

**OBJECTIVE 3.3 - DEVELOP OUR INTERNAL COMMUNICATION TO EFFECTIVELY MANAGE OUR ORGANIZATION**

**OBJECTIVE 3.4 – FOSTER UNITY THROUGHOUT OUR ORGANIZATION**

**OBJECTIVE 3.5 – SUPPORT OUR MEMBERS IN ACHIEVING A HEALTHY AND BALANCED LIFESTYLE**



## 2019 Business Plan Budget

Durham Regional Police  
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### Information Technology Plan

Every year the Manager of our Information Technology Unit prepares an Information Technology Plan which identifies the current and future needs of the service in relation to the technological infrastructure which underlies so much of our operations. The plan identifies short- and long-term hardware replacement needs and timelines, as well as training requirements of staff to ensure that their skills remain current with changing technology.

The Information Technology Plan also provides a review of current trends in technology as they relate to policing. These trends include technologies such as body-worn cameras, mobile computing, digital evidence, business intelligence and cloud technology.

In addition to evaluating the existing information technology infrastructure, the Information Technology Plan addresses cyber security to ensure that sensitive information is kept safe and that personal information cannot be compromised.

### Police Facilities Plan

The Durham Regional Police Service currently operates out of twenty facilities totalling more than 440,000 square feet of space with the recent completion of the new East Division and Forensic Investigation Facility. This represents a doubling of facilities space since 2000 and a tripling of space since 1990.

To address the projected growth of the Region and the corresponding needs of the Service, plans for new construction include a Regional Support Centre, Centre for Investigative Excellence, and the Operations Training Centre Phase 2.

A three-year Facilities Plan, updated annually, is developed to coincide with our business planning cycle. This Facilities Plan addresses all aspects of the Ministry of the Solicitor General Policing Standards guidelines as they relate to police facilities.

Long-term plans for facilities are addressed in a Capital Forecast which covers a ten year time frame. The Capital Forecast includes projects such as Durham North West Seaton, expansion of North Division and replacement of Central East Division.



# 2019 Business Plan Budget

## Durham Regional Police Service

### Measures of Success

Without an effective measurement framework it would be impossible to track our progress towards the goals of our business plan. The following measures were selected for their connection with our goals and objectives. These measures will be incorporated into a scorecard that contains performance targets. The scorecard will be reported to the Police Services Board twice annually.

<b>DELIVER COMMUNITY SAFETY THROUGH COLLABORATION</b>	
<b>OBJECTIVE 1.1 - BE A PARTNER IN BUILDING STRONG COMMUNITIES</b>	
% Usually/Always feel safe in parks/public transit/walking alone/downtown/local mall	# of cases brought to Durham Connect from DRPS
Neighbourhood disorder index	# cases where overall risk lowered
% Usually/Always feel they have opportunities to take part in crime prevention activities	% of partners who say that they are well-coordinated with police
Crime rate	# of presentations made to local councils
Property crime rate	# of cases brought to Durham Connect by partners
Violent crime rate	Crime severity index
<b>OBJECTIVE 1.2 – KEEP OUR ROADWAYS SAFE FOR PEDESTRIANS, MOTORISTS AND CYCLISTS</b>	
Index of risky driving behaviours	# of injury collisions per registered vehicle
% Usually/Always feel safe on the roads	# of fatal collisions per registered vehicle
Pedestrian & Cyclist injury rate per 100,000 population	# of property damage collisions per registered vehicle
% injury/fatal collisions caused by impairment	
<b>OBJECTIVE 1.3 - BE A VISIBLE AND ENGAGED MEMBER OF OUR COMMUNITY</b>	
# surveys administered	# of YIP applicants
# events attended	# of YIP referrals
% who feel the DRPS is present at enough community events	% of diverse YIP applicants
# Tweet Impressions	# of community meetings attended by DRPS members
% who feel informed about what the DRPS has been doing	% who feel that interactions of the DRPS with youth in the community are Mostly Positive



# 2019 Business Plan Budget

# Durham Regional Police Service

<b>OBJECTIVE 1.4 - RESPOND TO THE CHANGING NATURE OF HARM IN OUR COMMUNITIES</b>	
# partners at Durham Connect Table	# media releases related to crime prevention
% who feel people using/dealing drugs is a problem in their neighbourhood	% who feel that the DRPS communicates community safety issues in a timely manner
% of frauds with loss	
<b>OBJECTIVE 1.5 - PROTECT VULNERABLE MEMBERS OF THE COMMUNITY</b>	
Youth/Child Victimization Rate	% of victims who report receiving adequate support
Youth CSI	Subject injury per MHA apprehension
Youth diversion rate	Re-victimization rate
Elder victimization rate	# referrals to victim services
# educational presentations to elders	Total fraud loss among senior population
% who feel that DRPS is Good/Very Good at educating and providing policing programs for youth	# educational presentations to youth

<b>DEMONSTRATE EXCELLENCE IN CORE SERVICE DELIVERY</b>	
<b>OBJECTIVE 2.1 - DEVELOP AND REPORT ON EFFECTIVE MEASURES OF SERVICE DELIVERY</b>	
% of members who feel outcomes are measured appropriately	
<b>OBJECTIVE 2.2 - PROVIDE POLICING SERVICES IN A BIAS-FREE MANNER</b>	
% of members who have completed Fair and Impartial Policing training	% male street check subjects (as per Reg 58/16 S14(2) 6)
% street check subjects aged 17-21 (based on Reg 58/16 S14(2) 7)	% street check subjects from racialized groups (as per Reg 58/16 S14(2) 8)
% Agree police treat people fairly	% agree police are culturally sensitive
Equity Continuum™ Score (Community Component)	
<b>OBJECTIVE 2.3 - DELIVER SERVICE IN A FISCALLY PRUDENT MANNER THROUGH INNOVATION AND CONTINUOUS IMPROVEMENT</b>	
# Continuous Improvement reviews completed	# Innovation Box submissions
Cost of police services per capita	Member satisfaction with Continuous Improvement review process
Member satisfaction with Continuous Improvement recommendations	



**2019 Business Plan Budget**

**Durham Regional Police Service**

<b>OBJECTIVE 2.4 - FOCUS ON CUSTOMER SERVICE</b>	
Cumulative professionalism score	% Satisfied with quality of police services
# conduct complaints per 100 officers	% Victims Satisfied with encounter
% Businesses satisfied with encounter	% agree prompt response to calls
% Businesses satisfied with quality of police services	% substantiated OIPRD complaints
Median response time to emergency calls for service	

<b>OBJECTIVE 2.5 - ENSURE INVESTIGATIVE EXCELLENCE</b>	
Weighted Clearance Rate	Violent Crime Clearance Rate
Property Crime Clearance Rate	Total Clearance Rate
Youth Crime Clearance Rate	
<b>OBJECTIVE 2.6 - IMPROVE OUR ABILITY TO USE INFORMATION TO MAKE EFFECTIVE DECISIONS</b>	
% members agree that they have the information they need to do their job effectively	



# 2019 Business Plan Budget

# Durham Regional Police Service

<b>BUILD STRENGTH IN OUR MEMBERSHIP</b>	
<b>OBJECTIVE 3.1 - ATTRACT A SKILLED WORKFORCE THAT REFLECTS OUR COMMUNITY</b>	
% of members identifying as being part of an under-represented group	% applicants from diverse backgrounds
% diverse applicants hired	Representativeness Index
<b>OBJECTIVE 3.2 – DEVELOP LEADERSHIP CAPACITY IN OUR ORGANIZATION</b>	
Cumulative Score from <i>Senior Management</i> section of internal survey	Cumulative score from <i>Supervision</i> section of internal survey
<b>OBJECTIVE 3.3 - DEVELOP OUR INTERNAL COMMUNICATION TO EFFECTIVELY MANAGE OUR ORGANIZATION</b>	
% who agree that information is effectively communicated internally	% who feel Senior Management does a good job communicating to the organization
<b>OBJECTIVE 3.4 – FOSTER UNITY THROUGHOUT OUR ORGANIZATION</b>	
Cumulative Score from <i>Work Unit</i> section of internal survey	% who have experienced harassment or discrimination
Cumulative score from <i>Respect in the Workplace</i> section of internal survey	Diversity Census index of inclusivity
Equity Continuum™ Score	
<b>OBJECTIVE 3.5 – SUPPORT OUR MEMBERS IN ACHIEVING A HEALTHY AND BALANCED LIFESTYLE</b>	
% of members who say that workplace stress Usually/Always affects their personal life	% who say that support services are accessible to them
% Satisfied/Very Satisfied with overall level of job satisfaction	% who have used sick time for reasons other than illness or medical appointments
% who say that DRPS provides adequate support services to help balance professional, personal and familial obligations	Average # of sick leave hours



## Acknowledgements

This Business Plan represents the culmination of input from a diverse array of sources. We would like to acknowledge the time and feedback provided by the members of our community who spoke with us throughout the consultation process or who took the time to respond to our Public Opinion Survey; the members of our organization who provided much needed insight into the current challenges and opportunities that they see in their various roles; the members of our business community who responded to our Business Survey and shared their thoughts on crime and crime prevention; the municipal and regional councillors who contributed with their thoughts; and finally to all of our community partners who attended our forum on community safety and well-being.

*Ajax Diversity and Community Engagement Advisory Committee*  
*Ajax Municipal Housing Corporation*  
*Ajax-Pickering Probation and Parole*  
*Alzheimer Society Of Durham Region*  
*Bethesda House*  
*The Youth Centre, Ajax*  
*Brock Community Health Care*  
*Canadian Mental Health Association, Durham*  
*Luke's Place Support & Resource Centre for Women & Children*  
*Lakeridge Health Child, Youth and Family Program*  
*Clarington Public Library*  
*Community Development Council Durham*  
*Community Care Durham, COPE Mental Health Program*  
*Ontario Shores Centre for Mental Health Sciences*  
*Cornerstone Community Association Durham*  
*Denise House*  
*Durham Catholic District School Board*  
*Durham Children's Aid Society*  
*Catholic Family Services of Durham*  
*Durham District School Board*  
*Durham Elder Abuse Network*  
*Durham Mental Health Services*  
*Oshawa Fire Services*  
*Durham Region EMS*  
*Durham Region Health Department*  
*Durham Violence Prevention Coordinating Council*  
*Enterphase Child & Family Services*  
*Family and Community Action Program*  
*Family Court Clinic*  
*Family Services Durham Region*

*Children's Services Division, Durham Region Social Services*  
*Firehouse Youth Centre*  
*Frontenac Youth Services*  
*Herizon House*  
*Joanne's House*  
*John Howard Society*  
*Kawartha Pine Ridge District School Board*  
*Kennedy House Youth Service Inc.*  
*Big Brothers & Big Sisters of Ajax/Pickering, North Durham, and Oshawa/Whitby*  
*Community Justice Alternatives of Durham Region*

*Ministry of Children & Youth Services*  
*Murray McKinnon Foundation*  
*Durham College & University of Ontario Institute of Technology*  
*Durham Region Domestic Abuse/Sexual Assault Care*  
*Oshawa Public Library*  
*Regional Fire Coordination Committee*  
*Rose of Durham*  
*Simcoe Hall Settlement House*  
*St. Vincent's House*  
*Supervised Access Program - YMCA*  
*The Refuge Youth Outreach Centre*  
*The Regional Municipality of Durham*  
*Fernie House*  
*Town of Ajax Municipal Office*  
*Town of Whitby Municipal Office*  
*Township of Brock Municipal Office*

*Victim Services Durham Region*  
*Victim Witness Assistance Program*  
*Women's Multicultural Resource and Counseling Centre of Durham*

**PROGRAM SUMMARY**



**2019 Business Plan**

**Durham Regional Police Service**

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Community Policing	73,861	76,534	77,304	1,178	78,482
2 Serious & Organized Crime	35,159	37,222	37,718	366	38,084
3 Patrol Support	6,661	8,091	8,151	-	8,151
4 Operational Support	15,226	14,767	15,376	-	15,376
5 NextGen Common Communications Platform	999	986	1,049	-	1,049
6 Administrative Support	28,140	21,694	24,248	223	24,471
7 Business Services	16,188	17,950	19,106	-	19,106
8 Executive Branch	4,107	4,169	4,195	-	4,195
9 Police Services Board	572	570	585	-	585
10 Headquarters Shared Cost	1,643	1,643	1,664	-	1,664
<b>Net Operating Program Expenses</b>	<b>182,556</b>	<b>183,626</b>	<b>189,396</b>	<b>1,767</b>	<b>191,163</b>
<b>11 Contribution To The Helicopter Reserve</b>	150	150	150	-	150
<b>12 Debt Service</b>	11,502	11,500	11,500	-	11,500
<b>13 Tangible Capital Assets</b>					
New	1,139	205	-	104	104
Replacement	3,569	3,435	3,756	-	3,756
Contribution from Reserve / Reserve Fund	-	-	-	(60)	(60)
<b>Tangible Capital Assets Subtotal</b>	<b>4,708</b>	<b>3,640</b>	<b>3,756</b>	<b>44</b>	<b>3,800</b>
<b>Net Program Expenses</b>	<b>198,916</b>	<b>198,916</b>	<b>204,802</b>	<b>1,811</b>	<b>206,613</b>
<b>Summary of Increase (Decrease)</b>			<b>\$5,886</b>	<b>2.96%</b>	<b>\$7,697</b>
					<b>3.87%</b>



**2019 Business Plan**

**Durham Regional Police Service**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	4,533	Economic Increases
Salaries & Benefits	237	Annualization - 4 Positions
Operating Expenses	1,279	Higher maintenance (vehicles & buildings) costs, increased recruitment volumes (uniforms & consulting costs), slightly offset by savings in communication (cellular) costs
Tangible Capital Assets - New & Replacement	141	Increased requirements
Reserves	(95)	Increased contribution from the Helicopter Reserve to fund higher operating costs
Revenues / Recoveries	(209)	Higher criminal information request revenues and 911 staffing recoveries, partly offset by lower anticipated funding for Court Security and Prisoner Transport
	5,886	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Durham Regional Police Service

### Program Changes for 2019 Budget

**\$000's**

#### PERSONNEL STRENGTH

Authorized strength has not increased significantly since 2011. While the 2015 budget included a reduction of 2 civilian positions, the 2018 budget included a minor increase of 4 authorized positions (2 uniform, 2 civilian). The 2019 budget includes modest growth in frontline and investigative staffing required to sustain the level of services required by the communities served.

Total 2019 Police Authorized Strength will increase to 904 (from 878), representing the addition of 20 positions for Frontline patrol, 5 Investigative positions to support the new Human Trafficking Unit and 1 Staff Sergeant to lead the Continuous Improvement Unit.

Total 2019 Civilian Full Time Equivalents (FTE's) will increase to 368.1 representing 307 (from 306) full time members, plus the equivalent of 61.1 FTE's (from 72.5) in part-time support.

<b>Program 1 - Community Policing</b>	<b>1,178</b>
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- ♦ Divisions - (20 Full Time): Addition of 20 frontline Constable positions, that are required to ensure service levels continue to meet the demands from the community. (Effective July 1, 2019 / Annualized Cost is \$2.53m)
1,178

<b>Program 2 - Serious &amp; Organized Crime</b>	<b>366</b>
--	------------

- ♦ Investigative Services - (5 Full Time): Addition of 1 Detective and 4 Detective Constable positions, and related material and supplies, to support the development of the Human Trafficking Unit. In 2018, the Service created a Human Trafficking Unit, by taking positions from Fraud, Robbery & Intelligence. The requested positions would be used to replenish these Units. Figure includes related materials and supplies and includes a Provincial Investment. Related capital is included in Program 13 - Tangible Capital Assets. (Effective July 1, 2019 / Annualized Cost is \$712k)
366

<b>Program 4 - Operational Support</b>	<b>-</b>
--	----------

- ♦ Communications - (5 Full Time): To support the Communications/911 function, ensuring service delivery levels are maintained and that the Unit is prepared to begin to receive and respond to text calls by 2020. (Effective July 1, 2019 / Annualized Cost \$603k)
309
- ♦ Communications - 911 Management Board funding to support the additional 5 full time Communicators
(309)

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

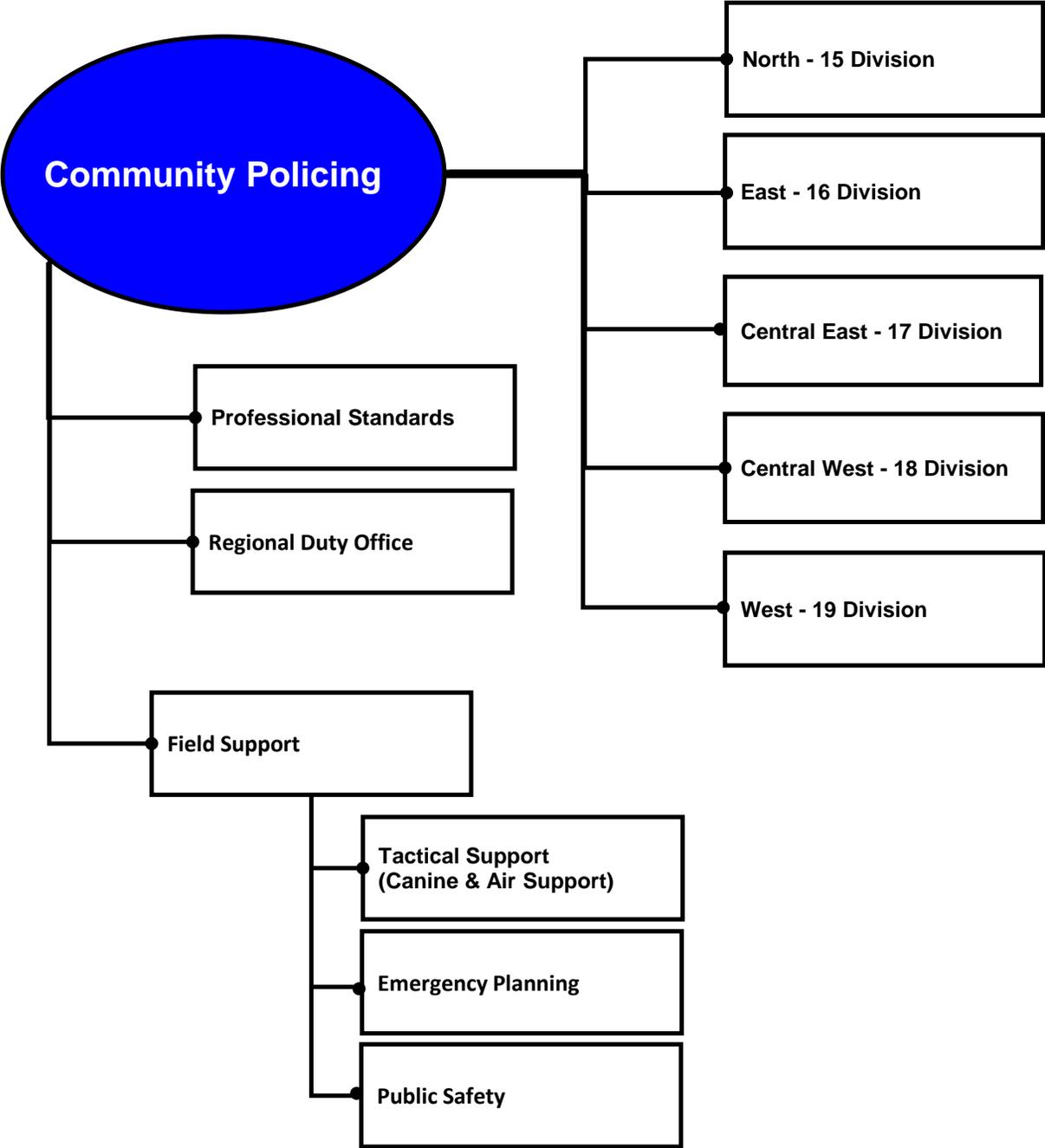
### Durham Regional Police Service

Program 6 - Administrative Support	223
<ul style="list-style-type: none"> <li>◆ Continuous Improvement Unit - (2 Full Time): To move the current continuous improvement project to a formal unit with dedicated staffing and resources. Includes 2 full time staff (Program Leader - 1 Staff Sergeant, 1 IT Developer - Civilian), materials, supplies &amp; computer related capital, included in Program 13 - Tangible Capital Assets. (Effective July 1, 2019 / Annualized Cost is \$316k) <span style="float: right;">201</span></li> <li>◆ Information Technology - (Part Time - 2 students): to support the annual rollout of computer equipment as part of the Unit's capital replacement program. <span style="float: right;">22</span></li> <li>◆ Reduction in external legal services due to services being provided by the Region's Corporate Services - Legal Services division <span style="float: right;">(228)</span></li> <li>◆ Legal services charge from a related entity for a Senior Solicitor <span style="float: right;">228</span></li> </ul>	
Program 13 - Tangible Capital Assets	44
<ul style="list-style-type: none"> <li>◆ Investigative Services - Computer and equipment related capital for the 5 new full time staff. <span style="float: right;">47</span></li> <li>◆ Forensic Investigative Services - 1 Forensic Light Source Laser to allow investigative units advanced capability for the collection of evidence. <span style="float: right;">53</span></li> <li>◆ Continuous Improvement Unit - Computer related capital for the 2 new full-time staff. <span style="float: right;">4</span></li> <li>◆ Reserve Contribution for capital expenditures <span style="float: right;">(60)</span></li> </ul>	
<b>Total Program Changes for 2019</b>	<b><u>1,811</u></b>



**2019 Program Detail**

**Durham Regional Police Service**



# PROGRAM 1 COMMUNITY POLICING



## 2019 Program Detail

## Durham Regional Police Service

### Purpose (Primary Board End or Outcome and Performance Measure):

- ◆ Community Policing consists of the five Police Divisions, Field Support, Regional Duty Inspectors and the Public Safety Unit. Their responsibility is emergency response, crime prevention, and maintaining public order, with officers and staff dedicated to uniform patrol and preliminary local criminal investigations. The five Divisions are East (16-Clarington), Central East (17-Oshawa), Central West (18-Whitby), West (19-Ajax-Pickering), and North (15-North Durham) as well as smaller substation offices.
- ◆ Assistance to Victims - Please refer to pages 16, 17 and 18 for Board Ends and Performance Measures
- ◆ The Field Support Branch was created in 2018 to align emergency response resources to enhance the Services capability to respond to the changing nature of harm in our community. The unit consists of the Tactical Support/Explosive Disposal Unit that responds to dangerous and armed persons, hostage incidents, and bomb calls; Air Support which provides surveillance capability and support; Canine which provides search and tracking support; Emergency Planning for disaster response.
- ◆ The Duty Inspectors provide leadership and supervision for front line policing operations 24 hours a day.
- ◆ Public Safety Unit provides as needed, support on a call up basis for situations requiring larger scale control.
- ◆ Professional Standards investigates public complaints and internal discipline matters.

### Description of Program Activities (Means to Achieving Ends):

- ◆ Answer calls from citizens quickly and safely.
- ◆ Use intelligence and education to prevent crime and disorder. Maintain traffic enforcement activities.
- ◆ The illegal activities of gangs will remain a top priority. Division resources will focus on the illegal activities of street level gangs with a special emphasis on those involved in school related incidents. Intelligence-led policing will continue to be a key technique to target problems before they worsen.

### Description of Program Resources

- ◆ Human Resources: 2 Superintendents (in Executive Budget), 11 Inspectors, 23 Staff Sergeants, 49 Sergeants, 26 Detective Constables, 467 Constables, 22 Civilians (Total Staff: 600)  
*Includes 20 new positions: 20 Constables (effective: July 1, 2019)*
- ◆ Fleet: 128 Marked Patrol (118 for patrol officers and 10 for supervisors), 2 Marked Other (Truck/Van), 24 Unmarked (8 Cars and 16 Trucks/Vans), 7 Pay Duty, 4 ATVs, 2 Snowmobiles, 8 Trailers, 1 Helicopter
- ◆ Software: Versadex CAD/RMS system.

### Performance Measurements

<u>End and Measurement</u>	<u>Rankings</u>			
	<u>2016</u>	<u>2017</u>	<u>Plan 2018</u>	<u>Plan 2019</u>
Community Safety-Crime Prevention (Crime Rate Per 100,000 residents)	2,862 4th	2,949 4th	Crime Rates in the Lowest 50% of Comparators	

**PROGRAM 1  
COMMUNITY POLICING**



**2019 Program Detail**

**Durham Regional Police  
Service**

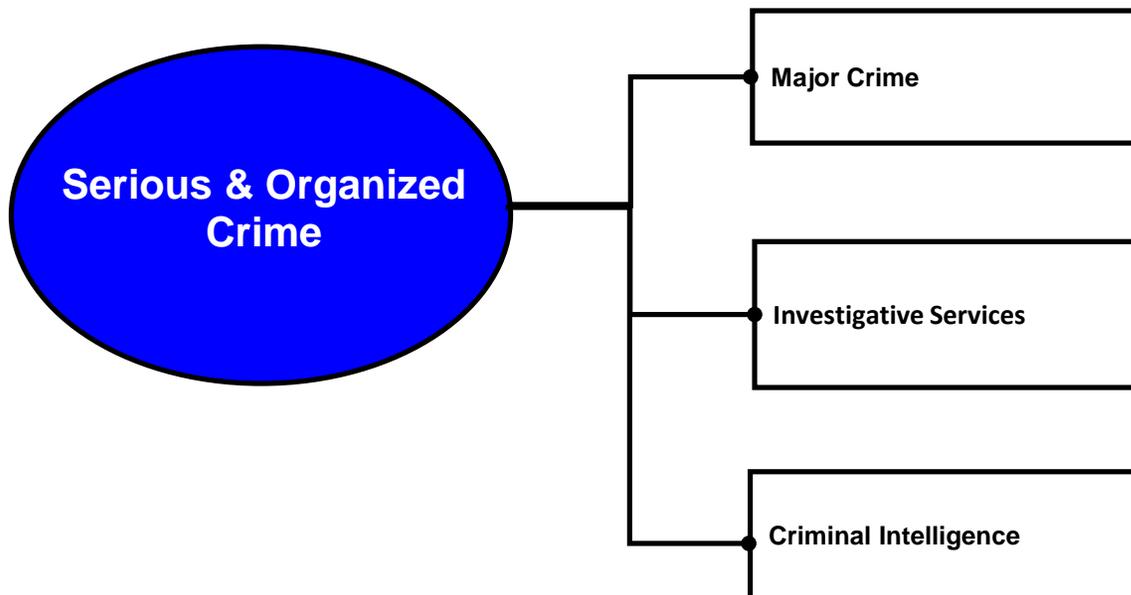
<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	76,626	78,928	79,745	1,096	80,841
Personnel Related	103	123	127	82	209
Communications	36	39	39	-	39
Supplies	814	867	838	-	838
Buildings & Grounds Operations	2	2	2	-	2
Equipment Maintenance & Repairs	266	353	450	-	450
Contribution from Reserve / Reserve Fund	(257)	(340)	(435)	-	(435)
Vehicle Operations	90	91	82	-	82
Professional Services	67	63	63	-	63
Financial Expenses	73	73	75	-	75
Minor Assets & Equipment	1	-	-	-	-
<b>Gross Operating Expenses</b>	<b>77,821</b>	<b>80,199</b>	<b>80,986</b>	<b>1,178</b>	<b>82,164</b>
<b>Tangible Capital Assets</b>					
New	4	-	-	-	-
Replacement	24	11	-	-	-
<b>Total Tangible Capital Assets</b>	<b>28</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>77,849</b>	<b>80,210</b>	<b>80,986</b>	<b>1,178</b>	<b>82,164</b>
<b>Revenues</b>					
Prov. Subsidy	(3,317)	(3,085)	(3,085)	-	(3,085)
Great Blue Heron	(599)	(580)	(597)	-	(597)
Sundry Revenue	(44)	-	-	-	-
<b>Total Revenues</b>	<b>(3,960)</b>	<b>(3,665)</b>	<b>(3,682)</b>	<b>-</b>	<b>(3,682)</b>
<b>Net Program Expenses</b>	<b>73,889</b>	<b>76,545</b>	<b>77,304</b>	<b>1,178</b>	<b>78,482</b>

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



2019 Program Detail

Durham Regional Police Service



**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ Community Safety - Law Enforcement: Clearance rates achieved by Durham Regional Police shall be among the top half of similar communities in Ontario. (The clearance rate equals total reported crimes in which charges are laid or the crime is otherwise considered solved divided by total reported crimes).
- ◆ Community Safety Crime Prevention: The crime rate in Durham Region shall be amongst the lowest for similar communities in Ontario.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ **Serious & Organized Crime is comprised of three functional areas:** Major Crime, Investigative Services and Criminal Intelligence
- ◆ **Major Crime** is tasked with the investigation of: Homicides, Sexual Assaults, Domestic Violence and Child Abuse; E-Crimes including Computer Crime and Child Pornography; and crime scene investigation through the Forensic Identification Unit
- ◆ **Investigative Services Unit** was created in 2017 to directly oversee all divisional investigative units, previously managed through the five Police Divisions. This Unit is also tasked with the investigation of Robberies of financial institutions, armoured vehicles and robberies of a serial nature; Major Frauds and Counterfeit; and Human Trafficking
- ◆ **Criminal Intelligence** is comprised of the: Drug Enforcement Unit, Surveillance Unit, Technical Services Unit, Source Management Unit, Gang Enforcement, Joint Forces and a General Assignment component that addresses Organized Crime and Anti-Terrorist concerns on a local, provincial and national level.

**PROGRAM 2  
SERIOUS & ORGANIZED CRIME**



**2019 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 1 Superintendent (in Executive Budget), 3 Inspectors, 13 Detective Sergeants, 53 Detectives, 144 Detective Constables, 29 Civilian. (Total Staff: 242)  
*Includes 5 new positions: 1 Detective, 4 Detective Constables (effective: July 1, 2019)*
- ◆ Fleet: 1 Marked Other (Van), 77 Unmarked (40 Cars and 37 Trucks/Vans), 1 Major Incident Command Unit, 2 Forensic Mobile Units, 1 Trailer

**Performance Measurements**

<b><u>End and Measurement</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>	<b><u>Plan 2018</u></b>	<b><u>Plan 2019</u></b>
Community Safety-Crime Prevention (Crime Rate Per 100,000 residents)	2,862 4th	2,949 4th	Crime Rates in the Lowest 50% of Comparators	
Community Safety-Law Enforcement (Clearance Rate)	44.3% 4th	44.8% 3rd	Clearance Rate in the Top 50% of Comparators	

**PROGRAM 2  
SERIOUS & ORGANIZED CRIME**



**2019 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	34,669	36,445	36,940	377	37,317
Personnel Related	79	63	57	2	59
Communications	279	265	273	4	277
Supplies	346	349	360	-	360
Computer Maintenance & Operations	225	206	219	-	219
Equipment Maintenance & Repairs	70	88	68	4	72
Vehicle Operations	2	31	33	31	64
Professional Services	131	18	23	-	23
Minor Assets & Equipment	11	12	-	-	-
<b>Gross Operating Expenses</b>	<b>35,812</b>	<b>37,477</b>	<b>37,973</b>	<b>418</b>	<b>38,391</b>
<b>Tangible Capital Assets</b>					
New	36	-	-	100	100
Replacement	252	226	246	-	246
Contribution from Reserve / Reserve Fund	-	-	-	(60)	(60)
<b>Total Tangible Capital Assets</b>	<b>288</b>	<b>226</b>	<b>246</b>	<b>40</b>	<b>286</b>
<b>Total Expenses</b>	<b>36,100</b>	<b>37,703</b>	<b>38,219</b>	<b>458</b>	<b>38,677</b>
<b>Revenues</b>					
Prov. Subsidy - Other	(300)	(98)	(98)	(52)	(150)
Prov. Subsidy - Child Protection	(157)	(157)	(157)	-	(157)
Fees Charged to Other Services	(196)	-	-	-	-
<b>Total Revenues</b>	<b>(653)</b>	<b>(255)</b>	<b>(255)</b>	<b>(52)</b>	<b>(307)</b>
<b>Net Program Expenses</b>	<b>35,447</b>	<b>37,448</b>	<b>37,964</b>	<b>406</b>	<b>38,370</b>

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

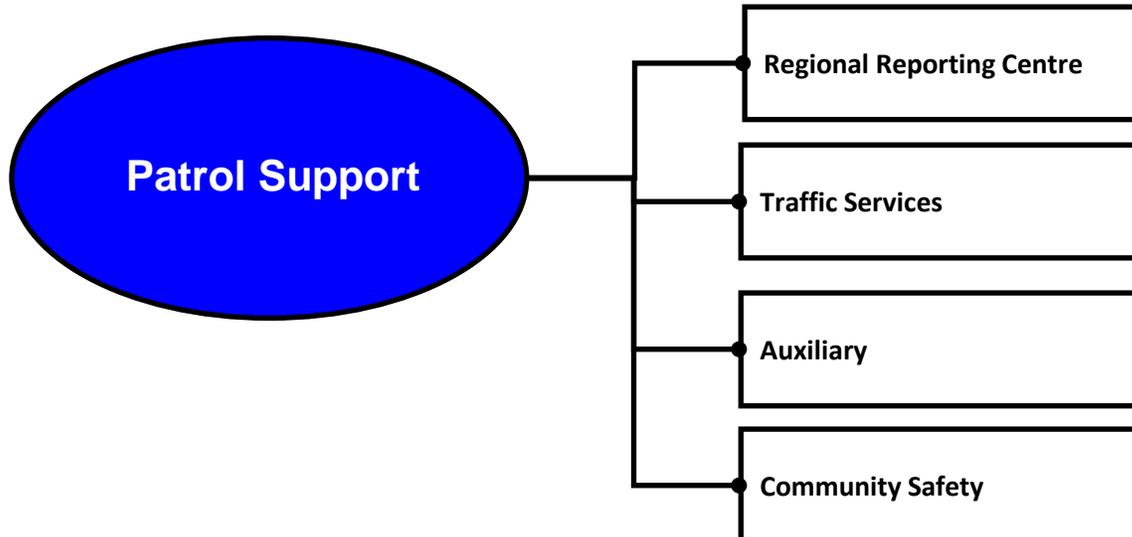
Net Program Expenses Per Above	38,370
Less: Tangible Capital Assets	(286)
Net Operating Program Expenses Per Program Summary	<u>38,084</u>

# PROGRAM 3 PATROL SUPPORT



## 2019 Program Detail

## Durham Regional Police Service



### Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ Community Safety - Please refer to pages 16, 17 and 18 for Board Ends and Performance Measures

### Description of Program Activities (Means to Achieving Ends)

- ◆ Regional Reporting Centre houses the Central Alternate Response Unit which provides a timely appropriate response to non-urgent calls for service as well as the Collision Reporting Centre.
- ◆ Auxiliary are highly trained uniformed volunteers who enhance police service availability for public events. They contribute in excess of 15,000 hours per year to support police work.
- ◆ Traffic Services provides education and enforcement as well as investigation and reconstruction of serious injury and fatal vehicle collisions.
- ◆ Crime Stoppers assists Law Enforcement by getting tips from the public to solve crimes.
- ◆ Community Safety provides support to victims of crime through the Vulnerable Persons Unit, Community Services (including the Kid's Safety Village) and Crime Stoppers, as well as the Durham Connect Situation Table.

### Description of Program Resources

- ◆ Human Resources: 1 Inspector, 2 Staff Sergeants, 7 Sergeants, 8 Detective Constables, 28 Constables, 3 Civilian (Total Staff:49)
- ◆ Fleet: 7 Marked Patrol, 1 Marked Other, 11 Unmarked (3 Cars and 8 Trucks/Vans), 4 Motorcycles, 2 Boats, 4 Trailers, 1 Mobile RIDE Unit

### Performance Measurements

- ◆ These units provide support to Community Policing to aid them in Emergency Response.

**PROGRAM 3  
PATROL SUPPORT**



**2019 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	6,238	7,595	7,643	-	7,643
Personnel Related	87	116	117	-	117
Communications	32	56	53	-	53
Supplies	55	69	64	-	64
Computer Maintenance & Operations	5	9	9	-	9
Equipment Maintenance & Repairs	8	30	30	-	30
Vehicle Operations	17	16	22	-	22
Professional Services	312	296	309	-	309
Leased Facilities Expenses	6	8	8	-	8
Financial Expenses	15	15	15	-	15
Minor Assets & Equipment	9	-	-	-	-
<b>Gross Operating Expenses</b>	<b>6,784</b>	<b>8,210</b>	<b>8,270</b>	<b>-</b>	<b>8,270</b>
<b>Tangible Capital Assets</b>					
New	5	-	-	-	-
Replacement	52	56	57	-	57
<b>Total Tangible Capital Assets</b>	<b>57</b>	<b>56</b>	<b>57</b>	<b>-</b>	<b>57</b>
<b>Total Expenses</b>	<b>6,841</b>	<b>8,266</b>	<b>8,327</b>	<b>-</b>	<b>8,327</b>
<b>Revenues</b>					
Prov. Subsidy - Extra Judicial Measures	(123)	(119)	(119)	-	(119)
<b>Total Revenues</b>	<b>(123)</b>	<b>(119)</b>	<b>(119)</b>	<b>-</b>	<b>(119)</b>
<b>Net Program Expenses</b>	<b>6,718</b>	<b>8,147</b>	<b>8,208</b>	<b>-</b>	<b>8,208</b>

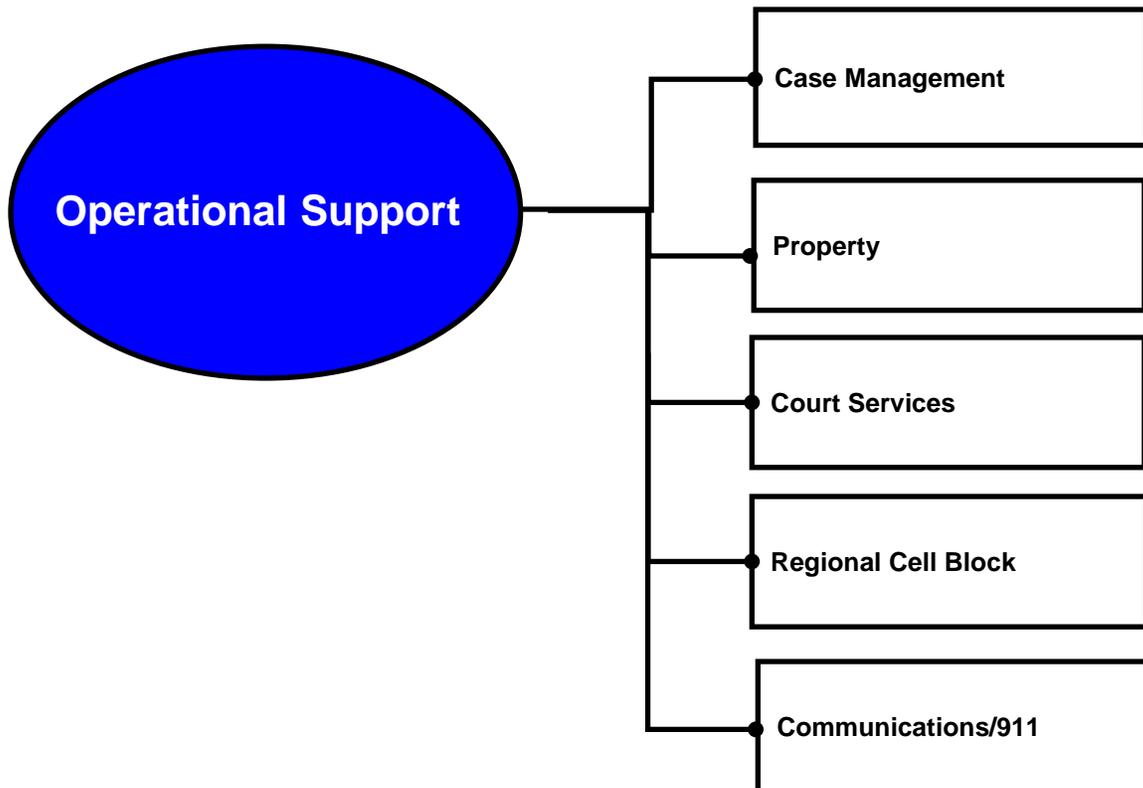
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	8,208
Less: Tangible Capital Assets	(57)
Net Operating Program Expenses Per Program Summary	<u>8,151</u>



**2019 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure):**

- ◆ To provide support to the police service through centralized and specialized resources to achieve the Board Ends and to provide court security mandated under the Police Services Act.
- ◆ The Communications and 9-1-1 Emergency Call Answering Centre provides the vital link between the public seeking assistance and the Emergency Services that will respond. The non-police calls are routed to the appropriate agency, either Fire or Emergency Medical Services. The Police calls form the majority of calls, and as pertinent information is collected from the caller, calls are routed to the appropriate response group, whether direct police dispatch or the Central Alternate Response Unit.

**Description of Program Activities (Means to Achieving Ends):**

- ◆ Case Management provides quality control over crown briefs.
- ◆ Evidence/Property Unit to account for and maintain continuity of seized/found property and evidence.
- ◆ Court Services including court security and prisoner transport.
- ◆ Communications/9-1-1 Unit provides the initial point of contact for emergency calls from the public and dispatches officers to respond. The unit operates at all times on a 24/7 basis.



**2019 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 1 Superintendent (in Executive Budget), 2 Inspectors, 2 Staff Sergeants, 11 Sergeants, 18 Constables, 1 Civilian Managers, 143 Civilians. (Total Staff: 177)
- ◆ Fleet: 1 Marked Patrol, 4 Marked Other (2 Paddy Wagons and 2 non pursuit), 6 Unmarked (4 Cars and 2 Trucks/Vans)

**Performance Measurements**

- ◆ Operational Support provides support to the police service and has joint responsibility for achievement of the Board Ends.
- ◆ The Police Communications Unit answers all Regional 9-1-1 calls and routes them to Police, Fire or Ambulance.
- ◆ The following costs are incurred in the Police Communications budget and then recovered from (charged to) 9-1-1 budget.

Personnel Expenditures                   \$     3,544     28 Communicators and 3 Supervisors

*Includes 5 new positions: 5 Communicators (effective: July 1, 2019)*

- ◆ This recovery is included on the Program Summary under Program 4.

**PROGRAM 4  
OPERATIONAL SUPPORT**



**2019 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	22,071	21,654	22,241	309	22,550
Personnel Related	22	22	22	-	22
Communications	7	10	13	-	13
Supplies	95	101	108	-	108
Food	23	28	28	-	28
Equipment Maintenance & Repairs	21	23	24	-	24
Professional Services	3	10	10	-	10
Minor Assets & Equipment	1	-	-	-	-
<b>Gross Operating Expenses</b>	<b>22,243</b>	<b>21,848</b>	<b>22,446</b>	<b>309</b>	<b>22,755</b>
<b>Tangible Capital Assets</b>					
New	2	-	-	-	-
<b>Total Tangible Capital Assets</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>22,245</b>	<b>21,848</b>	<b>22,446</b>	<b>309</b>	<b>22,755</b>
<b>Revenues</b>					
Prov. Subsidy - Court Security	(3,974)	(3,974)	(3,775)	-	(3,775)
Fees - Disclosure & Prisoner Escort	(30)	(60)	(60)	-	(60)
Recovery from 9-1-1 Emergency Services	(3,013)	(3,047)	(3,235)	(309)	(3,544)
<b>Total Revenues</b>	<b>(7,017)</b>	<b>(7,081)</b>	<b>(7,070)</b>	<b>(309)</b>	<b>(7,379)</b>
<b>Net Program Expenses</b>	<b>15,228</b>	<b>14,767</b>	<b>15,376</b>	<b>-</b>	<b>15,376</b>

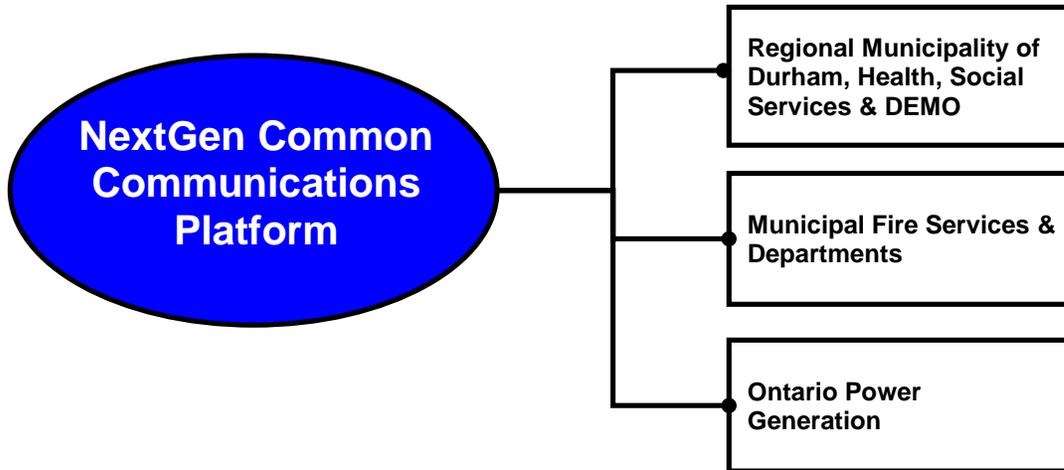
\* Tangible Capital Assets are stated separately on the Program Summary

# PROGRAM 5 NEXTGEN COMMON COMMUNICATIONS PLATFORM



## 2019 Program Detail

## Durham Regional Police Service



### Purpose (Primary Board End or Outcome and Performance Measure)

- ◆ To ensure and enhance safety within the communities of the Region of Durham through partnerships with public safety agencies.
- ◆ The citizens of Durham Region have a safe community in which to live and work at a cost that is competitive with similar communities in Ontario.
- ◆ The single, unified, regional radio communications system supports mission critical communications for the Durham Region Police Service (DRPS), the Region's eight (8) municipal fire service agencies, as well as the Region's and Municipalities local government departments, with the potential to add on other agencies involved in the community. The communications system replaced several existing disparate systems, and provides enhanced two-way land mobile radio communications capabilities to all users and seamless communications interoperability.

### Description of Program Activities (Means to Achieving Ends)

- ◆ Design, purchase, installation and implementation of a unified Interoperable Communications Radio System. This includes tower sites (owned, leased and shared), Dispatch Centres (Police and Fire), and user equipment.
- ◆ 2 year warranty period ended in August 2016 at which time the 13 year extended maintenance period with the vendor began which includes software and hardware refreshes, guaranteed monitoring, repair and maintenance of the System.
- ◆ Involves a partnership between the Region of Durham, the DRPS, and the eight municipalities that is governed by a Memorandum of Understanding and is under the oversight of the Regional Communication Interoperability Steering Committee made up of representatives of the partners.
- ◆ Day to day management of the System is the responsibility of the DRPS and the Radio System Technicians (RST) hired for the purpose.

### Special Budget Considerations

- ◆ The NextGen Radio Communications budget is reviewed by the steering committee and then approved by the Police Services Board and Region in accordance with the MOU.
- ◆ As per the MOU, each partner agency is responsible to pay their percentage share of the operations and maintenance portion of the budget on a quarterly basis. The percentage share is equal to the percentage of the total user equipment that the agency has approved for use on the System. DRPS is responsible for approximately 47.7% of the shared costs plus the Police specific costs.

# PROGRAM 5 NEXTGEN COMMON COMMUNICATIONS PLATFORM



## 2019 Program Detail

## Durham Regional Police Service

### Description of Program Resources

**Partners:**

City of Pickering	Scugog Fire
Pickering Fire	Brock Fire
Ajax Fire	Uxbridge Fire
Town of Whitby	Durham College/UoIT
Whitby Fire	Pickering Auxiliary Rescue Association
City of Oshawa Works	Region of Durham Works
City of Oshawa Municipal Law Enforcement	Region of Durham Health
Oshawa Fire	Region of Durham Social Services
Municipality of Clarington	Region of Durham DEMO
Clarington Fire	Region of Durham Paramedic Services
Ontario Power Generation	

**Human Resources:**

- 2 Radio System Technician (RST) (Contracted to the DRPS)
- 8 Regional Communication Interoperability Steering Committee (part time function)

**Fleet:**

2 marked DRPS fleet vehicles available to the RST's.

- ◆ 3,357 units of user equipment
- ◆ 2 System Cores (Redundant and Geographically separated for enhanced reliability and availability)
- ◆ 4 Dispatch Centres (2 Police, 2 Fire)
- ◆ 13 Leased Tower Sites
- ◆ 1 Partner Owned Tower Site (with a land lease)
- ◆ 14 Partner owned Tower Sites
- ◆ 8 of the sites are shared with the Region's Water SCADA network

### Performance Measurements

**Performance Outcomes:****Availability and Reliability**

- ◆ Radio System Availability of 99.9%

**Coverage**

- ◆ Radio System coverage for 97% of Southern Durham and 95% of Northern Durham with a confidence level of 99% at DAQ 3.4 (Digital Audio Quality).

**Interoperability**

- ◆ Seamless Interoperability capability between partner agencies.

**PROGRAM 5**  
**NEXTGEN COMMON COMMUNICATIONS PLATFORM**



**2019 Program Detail**

**Durham Regional Police Service**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Related	27	15	15	-	15
Communications	30	31	31	-	31
Supplies	7	14	14	-	14
Utilities	70	88	89	-	89
Computer Maintenance & Operations	627	631	704	-	704
Buildings & Grounds Operations	28	17	17	-	17
Equipment Maintenance & Repairs	117	217	239	-	239
Vehicle Operations	10	7	9	-	9
Professional Services	266	308	309	-	309
Leased Facilities Expenses	389	392	372	-	372
Financial Expenses	16	16	16	-	16
Minor Assets & Equipment	1	-	-	-	-
<b>Gross Operating Expenses</b>	<b>1,588</b>	<b>1,736</b>	<b>1,815</b>	<b>-</b>	<b>1,815</b>
<b>Tangible Capital Assets</b>					
New	94	-	-	-	-
Replacement	126	150	175	-	175
<b>Total Tangible Capital Assets</b>	<b>220</b>	<b>150</b>	<b>175</b>	<b>-</b>	<b>175</b>
<b>Total Expenses</b>	<b>1,808</b>	<b>1,886</b>	<b>1,990</b>	<b>-</b>	<b>1,990</b>
<b>Revenues</b>					
Rents	(12)	-	(11)	-	(11)
Revenue from NextGen Partners	(797)	(900)	(930)	-	(930)
<b>Total Revenues</b>	<b>(809)</b>	<b>(900)</b>	<b>(941)</b>	<b>-</b>	<b>(941)</b>
<b>Net Program Expenses</b>	<b>999</b>	<b>986</b>	<b>1,049</b>	<b>-</b>	<b>1,049</b>

**PROGRAM 5**  
**NEXTGEN COMMON COMMUNICATIONS PLATFORM**



**2019 Program Detail**

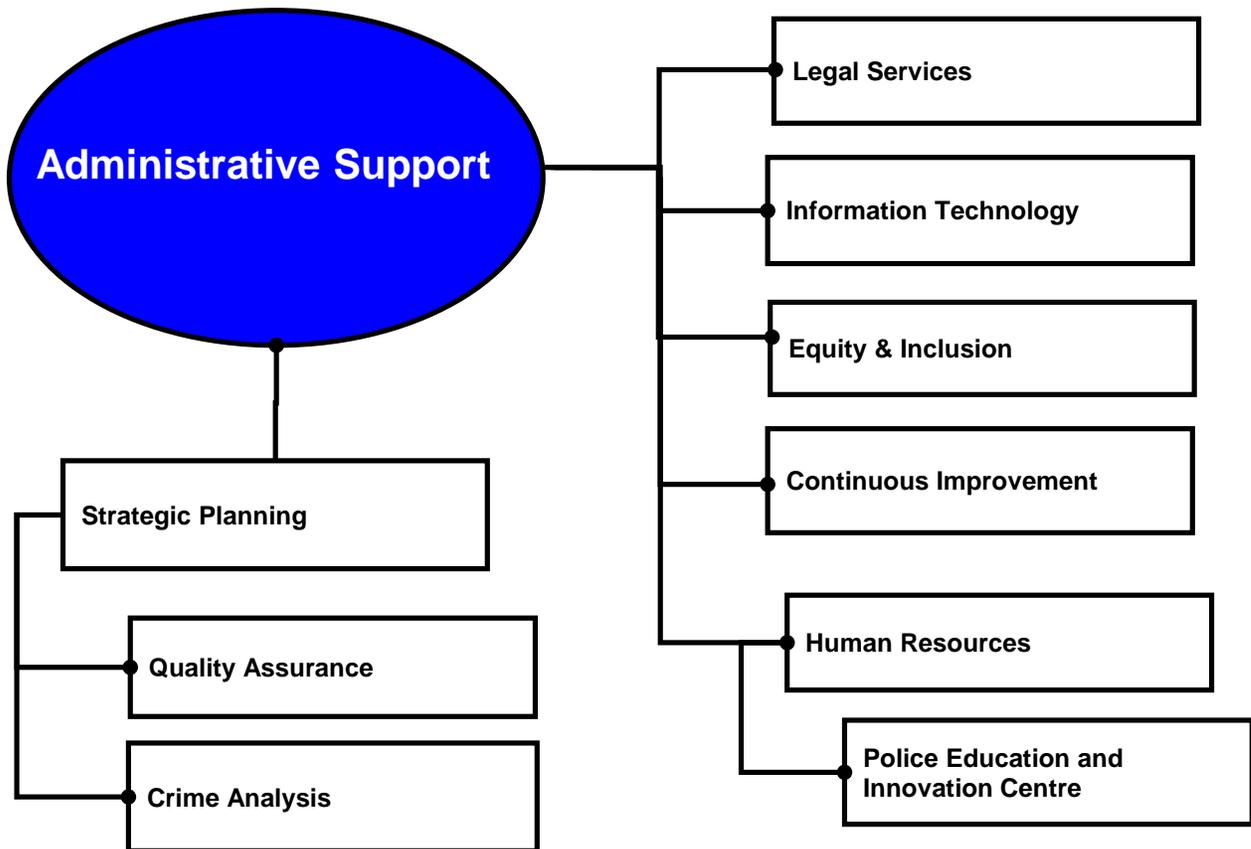
**Durham Regional Police Service**

Detailed Revenue: Partner Share:	2018		2019		
	Estimated	Approved	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
Ajax Fire	(47.7)	(49)	(53.1)		(53.1)
Town of Whitby	(84.9)	(88)	(94.6)		(94.6)
Whitby Fire	(40.7)	(42)	(45.4)		(45.4)
City of Oshawa Works	(111.2)	(112.2)	(123.9)		(123.9)
City of Oshawa Mun Law Enforcement	(17.4)	(18.0)	(19.4)		(19.4)
Oshawa Fire	(54.6)	(56.6)	(60.9)		(60.9)
Municipality of Clarington	(51.1)	(55.6)	(57.0)		(57.0)
Clarington Fire	(64.0)	(64.8)	(69.7)		(69.7)
City of Pickering	(40.7)	(42.2)	(45.4)		(45.4)
Pickering Fire	(47.2)	(46.8)	(50.4)		(50.4)
Scugog Fire	(38.2)	(37.6)	(40.4)		(40.4)
Brock Fire	(33.8)	(35.0)	(37.6)		(37.6)
Uxbridge Fire	(24.3)	(25.2)	(27.1)		(27.1)
Durham College/UOIT	(19.9)	(20.6)	(22.1)		(22.1)
Pickering Auxiliary Rescue Assoc	(2.0)	(2.1)	(2.2)		(2.2)
Ontario Power Generation	(46.8)	(128.7)	(99.8)		(99.8)
Durham Works	(57.6)	(59.7)	(64.2)		(64.2)
Durham Health	(4.5)	(5.1)	(5.0)		(5.0)
Durham Social Services	(5.0)	(5.1)	(5.5)		(5.5)
DEMO	(2.5)	(2.6)	(2.8)		(2.8)
Region of Durham Paramedic Services (RDPS)	(3.0)	(2.6)	(3.3)		(3.3)
<b>REVENUE &amp; RECOVERY</b>	<b>(797)</b>	<b>(900)</b>	<b>(930)</b>	<b>-</b>	<b>(930)</b>



2019 Program Detail

Durham Regional Police Service



**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ Provision of Human Resource management ensuring the Service complies with all employment legislation and maintains a suitable work environment that enforces our value statement and helps achieve our goals through teamwork.
- ◆ Ensure that strategies are implemented to develop a business plan consistent with the requirements of the Adequacy Standards Regulations.
- ◆ Provision of Quality Assurance, including the internal audit function, independently of the operational units providing direct service to citizens.
- ◆ Crime Analysis provides front line police with information on crime trends to focus on problem-solving.
- ◆ Police Education and Innovation Centre provides mandatory training, e-learning, as well as coordinating external training.
- ◆ Legal Services provides independent advice to the Chief and the Board.
- ◆ Provision of current technology, related equipment and business processes that will decrease the administrative workload of front line officers thereby allowing them to provide ever improving police service to
- ◆ Equity & Inclusion to advance equity and inclusion to ensure a culturally sensitive response to our diverse communities and populations.
- ◆ Continuous Improvement that creates a foundation focused on continual process improvements, leading to definitive performance measures, increased accountability, operational excellence and improved service delivery to our customers.

**PROGRAM 6  
ADMINISTRATIVE SUPPORT**



**2019 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 1 Chief Administrative Officer (in Executive Budget), 1 Director, 5 Civilian Managers, 1 Inspector, 2 Staff Sergeants, 8 Sergeants, 16 Constables, 48 Civilians (Total Staff: 81)  
*Includes 2 new positions: 1 S/Sgt, 1 Civilian (effective: July 1, 2019)*
- ◆ Fleet: 3 Marked Patrol, 1 Marked Other (Van), 16 Unmarked (8 Cars and 8 Trucks), 1 Trailer

**PROGRAM 6  
ADMINISTRATIVE SUPPORT**



**2019 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	20,775	15,537	18,061	208	18,269
Personnel Related	1,282	1,092	1,100	3	1,103
Communications	1,319	1,453	1,221	4	1,225
Supplies	667	569	607	2	609
Computer Maintenance & Operations	1,723	1,654	1,751	6	1,757
Materials & Services	-	1	1	-	1
Equipment Maintenance & Repairs	203	237	270	-	270
Vehicle Operations	4	4	4	-	4
Professional Services	2,551	1,477	1,563	(228)	1,335
<b>Operating Expenses Subtotal</b>	<b>28,524</b>	<b>22,024</b>	<b>24,578</b>	<b>(5)</b>	<b>24,573</b>
<b>Transfers to Related Entities</b>					
Legal Administration Charge	16	-	-	228	228
<b>Transfers to Related Entities Subtotal</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>228</b>	<b>228</b>
<b>Gross Operating Expenses</b>	<b>28,540</b>	<b>22,024</b>	<b>24,578</b>	<b>223</b>	<b>24,801</b>
<b>Tangible Capital Assets</b>					
New	534	205	-	4	4
Replacement	892	933	1,326	-	1,326
<b>Total Tangible Capital Assets</b>	<b>1,426</b>	<b>1,138</b>	<b>1,326</b>	<b>4</b>	<b>1,330</b>
<b>Total Expenses</b>	<b>29,966</b>	<b>23,162</b>	<b>25,904</b>	<b>227</b>	<b>26,131</b>

**PROGRAM 6  
ADMINISTRATIVE SUPPORT**



**2019 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Prov. Subsidy - Youth in Policing Initiative	(331)	(310)	(310)	-	(310)
Fees Charged to Other Services	(64)	(20)	(20)	-	(20)
Rents	(5)	-	-	-	-
<b>Total Revenues</b>	<b>(400)</b>	<b>(330)</b>	<b>(330)</b>	<b>-</b>	<b>(330)</b>
<b>Net Program Expenses</b>	<b>29,566</b>	<b>22,832</b>	<b>25,574</b>	<b>227</b>	<b>25,801</b>

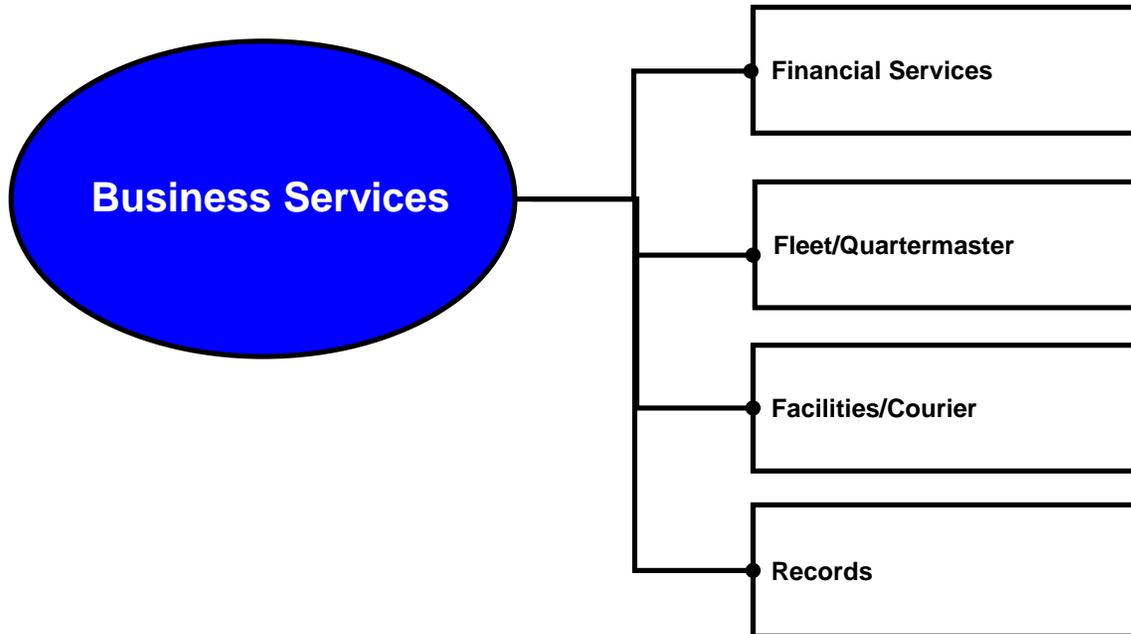
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	25,801
Less: Tangible Capital Assets	(1,330)
Net Operating Program Expenses Per Program Summary	<u>24,471</u>



**2019 Program Detail**

**Durham Regional Police  
Service**



**Purpose (Primary Board End or Outcome and Performance Measure)**

**Cost of Policing**

- ◆ The citizens of Durham Region have a safe community in which to live and work at a cost that is competitive with similar communities in Ontario.
- ◆ Our people ensure that front-line police have the resources they need to maintain community safety by providing management and decision-making in Fleet, Quartermaster, Facilities, Courier, Financial Services and Records.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Long term capital planning, annual budgeting, monthly financial reporting and spending control, payroll services, internal controls, cash receipts and disbursements, grant applications, Paid Duties, and False Alarm Management.
- ◆ Provision of a Records Management System and appropriate personnel to ensure the Service complies with investigative requirements as well as Federal and Provincial legislative standards.
- ◆ Provision of Police Record Checks to the citizens of the Region.
- ◆ Provision of Information Services to ensure the Service meets its obligations under Information/Privacy legislation and CPIC By-laws.
- ◆ Acquisition, management and disposal of vehicles including regular maintenance and fuel procurement.
- ◆ Acquisition and distribution of police uniforms, equipment and supplies.
- ◆ Building planning, acquisition and maintenance.
- ◆ Internal mail delivery and supplies delivery.

**PROGRAM 7  
BUSINESS SERVICES**



**2019 Program Detail**

**Durham Regional Police  
Service**

**Description of Program Resources**

- ◆ Human Resources: 1 Civilian Director (in Executive Budget), 4 Civilian Managers, 72 Civilians. (Total Staff: 76)
- ◆ Fleet: 5 Marked Patrol (available to lend to divisions), 1 Marked Other (Truck), 15 Unmarked (5 Cars and 10 Trucks/Vans), 1 Trailer
- ◆ Financial Information Management Systems Software provided by Region, Fleet Management software, Computer Aided Design software for Facilities, SentryFile for electronic file storage.

**Performance Measurements**

**Performance Outcomes:**

**Cost of Policing**

These functions are benchmarked against other police services in order to improve efficiency and effectiveness.

**Budgeted Fleet Operating Costs**

	<b>2018</b>	<b>2019</b>
Kilometres	8,862,179	8,800,581
Fuel \$/km \$	0.1980	\$ 0.2037
Mtce \$/km \$	0.1521	\$ 0.1542
Combined \$	0.3501	\$ 0.3579

**Budgeted Facilities Operating Costs**

	<b>2018</b>	<b>2019</b>
Rent \$/sq Ft \$	9.23 \$	9.01
Janitorial \$/sq Ft \$	2.31 \$	3.24
Maintenance \$/sq Ft \$	4.93 \$	5.80
Utilities \$/sq Ft \$	4.69 \$	4.65

Cost of Policing (MBN Canada)

Net Budget Cost per Capita

**2016**

\$260 / 2nd

**2017**

\$266 / 3rd

**Projected**

**2018**

\$262

**2019**

\$269

Lowest 50%    Lowest 50%

**PROGRAM 7  
BUSINESS SERVICES**



**2019 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	8,676	9,455	9,715	-	9,715
Personnel Related	780	758	906	-	906
Communications	156	137	155	-	155
Supplies	117	140	142	-	142
Utilities	1,437	1,558	1,551	-	1,551
Computer Maintenance & Operations	20	51	70	-	70
Materials & Services	165	193	198	-	198
Buildings & Grounds Operations	1,965	2,021	2,382	-	2,382
Equipment Maintenance & Repairs	5	11	11	-	11
Vehicle Operations	3,414	3,751	3,826	-	3,826
Professional Services	114	137	165	-	165
Contracted Services	798	794	1,117	-	1,117
Leased Facilities Expenses	1,015	1,080	1,060	-	1,060
Financial Expenses	1,807	1,787	1,849	-	1,849
Major Repairs & Renovations	51	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>20,520</b>	<b>21,873</b>	<b>23,147</b>	<b>-</b>	<b>23,147</b>
<b>Transfers to Related Entities</b>					
Maple Grove Service Agreement Charge	5	-	5	-	5
Finance-Financial Application Services Charge	196	197	235	-	235
<b>Transfers to Related Entities Subtotal</b>	<b>201</b>	<b>197</b>	<b>240</b>	<b>-</b>	<b>240</b>
<b>Gross Operating Expenses</b>	<b>20,721</b>	<b>22,070</b>	<b>23,387</b>	<b>-</b>	<b>23,387</b>
<b>Tangible Capital Assets</b>					
New	558	-	-	-	-
Replacement	2,349	2,209	2,127	-	2,127
<b>Total Tangible Capital Assets</b>	<b>2,907</b>	<b>2,209</b>	<b>2,127</b>	<b>-</b>	<b>2,127</b>
<b>Total Expenses</b>	<b>23,628</b>	<b>24,279</b>	<b>25,514</b>	<b>-</b>	<b>25,514</b>

**PROGRAM 7  
BUSINESS SERVICES**



**2019 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Pay Duty Wages	(1,104)	(934)	(915)	-	(915)
Pay Duty Admin Fees	(222)	(187)	(183)	-	(183)
Pay Duty Cruiser Fees	(325)	(342)	(352)	-	(352)
False Alarm Fees	(610)	(657)	(679)	-	(679)
Criminal Information Requests	(1,680)	(1,550)	(1,660)	-	(1,660)
Incident and Accident Requests	(88)	(114)	(61)	-	(61)
Other Revenues	(505)	(336)	(431)	-	(431)
<b>Total Revenues</b>	<b>(4,533)</b>	<b>(4,120)</b>	<b>(4,281)</b>	<b>-</b>	<b>(4,281)</b>
<b>Net Program Expenses</b>	<b>19,095</b>	<b>20,159</b>	<b>21,233</b>	<b>-</b>	<b>21,233</b>

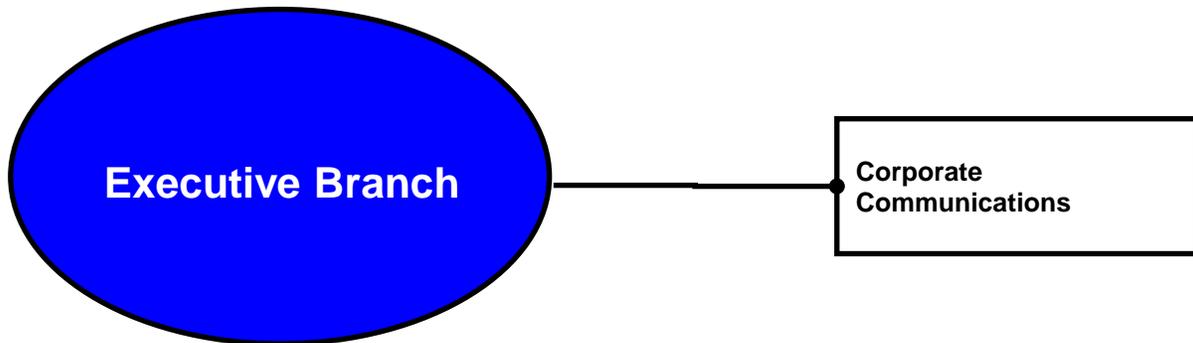
\* Tangible Capital Assets are stated separately on the Program Summary

Net Program Expenses Per Above	21,233
Less: Tangible Capital Assets	(2,127)
Net Operating Program Expenses Per Program Summary	<u>19,106</u>



**2019 Program Detail**

**Durham Regional Police  
Service**



**Description of Program Activities (Means to Achieving Ends)**

- ◆ Develop and implement creative strategies to improve the effective and efficient provision of service throughout the region. Document and disseminate those strategies for internal and external use. Measure actual versus planned outcomes, ensure the support functions for operational success are effective. Maintain a productive working relationship with Region staff.
- ◆ Regularly report to the Police Services Board for sharing of information on regular police service operations and status.
- ◆ Regularly meet with Senior Command officers and Unit Leaders to ensure that the operation of the Police Service is being conducted in accordance with the Police Services Act.
- ◆ Ensure that proper performance objectives are developed to consider factors such as, costs of operation, crime analysis and trends, calls for service analysis and trends, as well as social, demographic, and economic factors.
- ◆ Director of Corporate Communications provides independent advice to the Chief and the Board on public relations issues.
- ◆ Improvement to the use of information technology and systems to share information with other agencies, organizations and community groups.
- ◆ Development of practices to reduce the administrative workload of front-line officers.
- ◆ Develop and maintain the Staffing and Facilities plans to ensure resources are available to meet the objectives of the Adequacy Standards Regulations.

**Description of Program Resources**

- ◆ The Executive Branch consists of the Offices of the Chief and Deputy Chiefs of Police, Chief Administrative Officer, Offices of the Superintendents (Community Policing; Serious & Organized Crime; Patrol Operations; Operational Support), Business Services Director and Corporate Communications Director
- ◆ Human Resources: Chief Constable, 2 Deputy Chiefs, 5 Superintendents, 1 CAO, 2 Civilian Directors, 1 Staff Sergeant, 1 Constable, 7 Civilians; (Total Staff: 20)
- ◆ Fleet: 4 Unmarked Trucks

**Performance Measurements**

- ◆ The Executive Branch is judged on the ability of the Police Service to meet the Board Ends within the financial resources available and subject to the requirements and objectives of the Police Services Act and the Adequacy Standards Regulations.

**PROGRAM 8  
EXECUTIVE BRANCH**



**2019 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	3,645	3,751	3,775	-	3,775
Personnel Related	84	96	97	-	97
Communications	89	105	105	-	105
Supplies	125	85	86	-	86
Computer Maintenance & Operations	10	-	-	-	-
Vehicle Operations	20	32	32	-	32
Professional Services	248	100	100	-	100
<b>Total Expenses</b>	<b>4,221</b>	<b>4,169</b>	<b>4,195</b>	<b>-</b>	<b>4,195</b>
<b>Revenues</b>					
Prov. Subsidy - One-Time	(65)	-	-	-	-
Donations	(47)	-	-	-	-
Other Revenue	(2)	-	-	-	-
<b>Total Revenues</b>	<b>(114)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>4,107</b>	<b>4,169</b>	<b>4,195</b>	<b>-</b>	<b>4,195</b>



**2019 Program Detail**

**Durham Regional Police  
Service**

**Police Services Board**

**Purpose (Primary Board End or Outcome and Performance Measure)**

- ◆ The Board is the Civilian trustee of the public interest as it pertains to police services in the community.
- ◆ The Police Services Act legislates that there shall be a Police Services Board for every municipality that maintains a police service.
- ◆ The Board's mandate is legislated by Section 31 of the Police Services Act and can be encapsulated as being responsible for the provision of adequate and effective police services in the Municipality.

**Description of Program Activities (Means to Achieving Ends)**

The Board is the governing authority of the Durham Regional Police Service.

Among its legislated responsibilities are:

- ◆ Hiring the Chief of Police and Deputy Chiefs,
- ◆ Establishing, consultatively, objectives, priorities and business plans,
- ◆ Monitoring the Chief's performance as well as that of the Service, and as employer, establishing contracts with the two bargaining agencies regarding compensation and working conditions.

**Description of Program Resources**

- ◆ 7 appointed Board Members; 1 Executive Director, 1 Administrative Assistant

**Performance Measurements**

- ◆ 1. Consultative development of Business Plan objectives.
- ◆ 2. Policy framework that establishes expectations for organizational performance.
- ◆ 3. Effective monitoring of organizational performance.
- ◆ 4. Effective stewardship of human and financial resources.
- ◆ 5. The cost of governance and oversight regarding the Board's responsibility for Board and Police Service regulatory compliance in 2019 is estimated to be \$585,400.

**PROGRAM 9  
POLICE SERVICES BOARD**



**2019 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	332	344	359	-	359
Personnel Related	43	47	48	-	48
Communications	2	2	2	-	2
Supplies	19	33	32	-	32
Professional Services	176	144	144	-	144
<b>Net Program Expenses</b>	<b>572</b>	<b>570</b>	<b>585</b>	<b>-</b>	<b>585</b>

**PROGRAM 10  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Department's Share of Net Program Expenses</b>	<b>1,643</b>	<b>1,643</b>	<b>1,664</b>	<b>-</b>	<b>1,664</b>

**PROGRAM 11  
CONTRIBUTION TO THE HELICOPTER RESERVE**



**2019 Program Detail**

**Durham Regional Police  
Service**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Contribution to Helicopter Reserve	150	150	150	-	150
<b>Net Program Expenses</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>-</b>	<b>150</b>



**2019 Program Detail**

**Durham Regional Police  
Service**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Debt Charges	11,502	11,500	11,500	-	11,500
<b>Net Program Expenses</b>	<b>11,502</b>	<b>11,500</b>	<b>11,500</b>	<b>-</b>	<b>11,500</b>



**2019 Program Detail**

**Durham Regional Police  
Service**

**Tangible Capital Assets**

**Purpose(Primary Board End or Outcome and Performance Measure)**

**Cost of Policing**

- ◆ The purpose of the capital acquisition program is to provide adequate work space and equipment to allow members to carry out their assigned functions effectively and efficiently.

**Description of Program Activities (Means to Achieving Ends)**

- ◆ Apply objective asset replacement and acquisition criteria which optimize operational effectiveness and economic efficiency.

**Statement of Criteria**

**Replacements**

- ◆ Automobiles: Marked Patrol replaced at the earlier of 6 years of service or 160,000 to 200,000 KM driven; Unmarked replaced at the earlier of 7 years or 160,000 to 200,000 KM driven
- ◆ Trucks: Replaced at the earlier of 10 years of service or 300,000 KM driven.
- ◆ Computer Equipment: Desktop computers after 7 years of service. Patrol vehicle computers after 4 years of service. Large system servers after 4 to 5 years. Laptop computers - 7 year replacement cycle.
- ◆ Intelligence Equipment: Replaced after 6 years of service.
- ◆ Building Components: Replacement and repairs schedule based on engineer's condition surveys
- ◆ Furniture: When worn or inadequate.
- ◆ Operational Police Equipment: As needed based on wear and tear or technical obsolescence.
- ◆ Additions: Are approved based on business cases to support new staff or programs.

<b>Detailed cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
Community Policing	28	11	-	-	-
Serious & Organized Crime	288	226	246	100	346
Patrol Support	57	56	56		56
Operational Support	2	-	-	-	-
Administrative Support	1,426	1,138	1,326	4	1,330
Business Services	2,907	2,209	2,127	-	2,127
Executive Branch	-	-	-	-	-
<b>Gross Cost</b>	<b>4,708</b>	<b>3,640</b>	<b>3,756</b>	<b>104</b>	<b>3,860</b>

**PROGRAM 13  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Durham Regional  
Police Service**

Description	Qty	Unit Cost \$	Total \$
<b><u>2-Serious &amp; Organized Crime</u></b>			
1 Desktop computer with monitor	6	1,100	6,600
2 Covert Operators Kit	2	3,000	6,000
3 Camera	3	1,000	3,000
4 CISO Radio	3	1,300	3,900
5 Next Gen Radios	5	5,500	27,500
6 Forensic Light Source - Laser	1	53,083	53,083
			100,083
<b><u>6-Administrative Support</u></b>			
7 Laptop	2	1,800	3,600
8 Phone	1	680	680
			4,280
			<b>104,363</b>

**PROGRAM 13**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Durham Regional  
Police Service**

Description	Qty	Unit Cost \$	Total \$
<b><u>2-Serious &amp; Organized Crime</u></b>			
1 Forensic laptop	2	4,500	9,000
2 Forensic desktop computer	3	4,500	13,500
3 Imaging device	1	4,000	4,000
4 Forensic computer monitor	3	800	2,400
5 Video editing kit	1	6,800	6,800
6 Forensic camera	12	1,100	13,200
7 Mechanical Entry Tool	1	60,000	60,000
8 Video Analytics Server	1	40,000	40,000
9 Long Range IP Camera	1	40,000	40,000
10 Remote Video Monitoring work station	4	4,100	16,400
11 Mobile Surveillance Platform powercells	5	1,100	5,500
12 Covert Wireless Video Transmission kit	1	10,500	10,500
13 Audio interception module	3	1,400	4,200
14 Radios	2	5,500	11,000
15 Tracker Viewing station	5	550	2,750
16 Replacement Video Camera	4	1,200	4,800
17 Replacement monitor for video surveillance	2	1,000	2,000
			246,050
<b><u>3-Patrol Support</u></b>			
18 Speed measuring device	16	3,525	56,400
			56,400
<b><u>6-Administrative Support</u></b>			
21 Conducted energy weapon	150	1,728	259,197
22 Shotgun	20	70	1,400
23 Rifle	4	1,700	6,800
24 Pistol	50	650	32,500
25 Pistol sight	25	120	3,000
26 Desktop Computers with monitor	150	1,100	165,000
27 Laptop Computers	15	1,800	27,000
28 Toughbooks (Patrol Cars)	30	5,000	150,000
29 Network Switches	7	4,300	30,100
30 CCTV Camera	31	1,542	47,793
31 Desktop Telephone	80	450	35,983
32 Modems (in Car) MDT	10	873	8,726
33 Fingerprint Equipment	1	61,668	61,668
34 Private Branch Exchange (PBX)	2	95,000	190,000
35 Servers / SANS	9	28,556	257,000
36 Computer parts	1	50,000	50,000
			1,326,167

**PROGRAM 13**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Durham Regional  
Police Service**

Description	Qty	Unit Cost \$	Total \$	
<b><u>7-Business Services</u></b>				
37	Marked patrol	32	44,704	1,430,534
38	Unmarked vans	2	29,911	59,822
39	Speedboards	1	1,733	1,733
40	Fitness equipment replacement	1	25,000	25,000
41	Furniture for unplanned breakage and replacement	1	60,000	60,000
42	Chair replacement program	1	35,000	35,000
43	Building maintenance fund	1	515,250	515,250
			<u>2,127,339</u>	
<b>Total TCA Replacement Items Per Program Summary</b>			<u><u><b>\$3,755,956</b></u></u>	

**The NextGen TCAs Funded from Partner Share Revenues**

**5-Next Gen (Included on Program Detail page)**

19	Portable Radio Replacement (non shared)	12	1,000	12,000
20	UPS site and battery replacement	6	27,096	162,576
				<u>174,576</u>
<b>Total TCA Replacement Items</b>			<u><u><b>\$ 3,930,532</b></u></u>	



**CAPITAL EXPENDITURES**  
(\$000's)

	Budget					Forecast					TOTAL
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2019-2028
<b>EXPENDITURES:</b>											
1 Clarington Police Complex Phase 2-Regional Support Centre and Centre for Investigative Excellence		\$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					\$400			5,000	45,000		\$50,400
<b>TOTAL EXPENDITURES</b>	<b>\$515</b>	<b>\$56,000</b>	<b>\$1,000</b>	<b>\$3,500</b>	<b>\$29,300</b>	<b>\$6,000</b>	<b>\$24,000</b>	<b>\$6,000</b>	<b>\$46,000</b>	<b>\$1,000</b>	<b>\$173,315</b>
Property Taxes (Facility Re/Re and FFE)	\$515	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,515
Debentures	0	\$55,000	\$0	\$2,500	\$28,300	\$5,000	\$23,000	5,000	45,000	0	\$163,800
Dev't Charges											\$0
Other(Surplus)											\$0
<b>TOTAL FINANCING</b>	<b>\$515</b>	<b>\$56,000</b>	<b>\$1,000</b>	<b>\$3,500</b>	<b>\$29,300</b>	<b>\$6,000</b>	<b>\$24,000</b>	<b>\$6,000</b>	<b>\$46,000</b>	<b>\$1,000</b>	<b>\$173,315</b>



NEED/EXPLANATION OF PROJECT		
1	Clarington Police Complex Phase 2 (Regional Support Centre and Centre for Investigative Excellence)	Phase 2 consists of the Regional Support Centre and the Centre for Investigative Excellence. It will be located at the intersection of Highway 2 and Maple Grove Road in Clarington with the existing East Division and Forensic Investigation Facility which opened in 2016.  The space plans are based on estimates of future staffing and functional needs to ensure that the buildings are sufficiently sized for a building life of 30 to 40 years.
	Regional Support Centre	To house Tactical Support Unit, Canine Unit, Evidence and Property, Fleet, Quartermaster, and Facilities which are currently in rented facilities in Courtice and Tactical Support now located in the basement of Central East(Oshawa) Division. These permanent functions will be more economically housed in a regionally-owned facility rather than in rented facilities over the long term.
	Where is this function currently housed?	19 Courtice Court, Courtice in 23,505 sf. of leased space 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 Serious & Organized Crime 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 EMS 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 at Durham College.
	Where is this function currently housed?	Durham College in 23,004 sf of leased space.
3	Why is the current facility inadequate?	The lease at the college expires January 20, 2022. The college has indicated they would like to terminate the lease in June 2020. If they do not terminate early it is expected that they will not renew the lease upon its expiry. As there is insufficient time to design and build prior OTC Phase 2 by either the 2020 or 2022 a temporary interim leased location is expected to be sought. This interim location would allow for the deferral of OTC Phase 2 construction as indicated on this schedule. Should the college provide assurances that the lease will be renewed a new location is still required as the existing location is cramped and does not provide adequate facilities to allow the PEIC to fulfill their administrative and training needs.
	Facility Repairs	2019 Projects: North Div UPS Repl; Central East Div Chiller and Boiler Repl; Central West Div. Access Control Repl, 2020 Projects: North Div. Roof Recoating; Central East Div. Vehicle Wash Repl, Access Control Repl, and IT Dx #1 and #2 Repl.; and Central West Div Pavement Repl and BAS Repl. 2021 Projects: Central East Div Public Entrance & Lobby Renovation., Water Proofing Planters; Central West Div Roof Recoating; West Div Pavement Repl and Additional Visitor Parking and Access Control at several sites. NOTE: Projects listed far exceed funding requested. Projects completed will depend on available funding and determined priority.
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 47 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.

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2019 Business Plan

Durham Region  
Transit

Major Services and Activities

Value for customers

Create value for transit customers

- ◆ Modernize DRT's website, the main window of DRT's electronic platforms
- ◆ Make navigating the DRT network more obvious (information, wayfinding, DRT and PULSE brands)
- ◆ Disseminate information, and propose ridership incentive initiatives
- ◆ Leverage PRESTO's convenience and functionalities (in support of transit use, mobility integration)
- ◆ Keep improving the bus stop environment (safety, accessibility, comfort, cleanliness)
- ◆ Monitor, publish and increase on-time performance (reliability being transit's best selling feature)
- ◆ Refresh DRT's Service Strategy (focus on high-order transit, Regional growth, innovations like OnDemand)

Effectiveness in delivery

Enhance effectiveness at delivering transit services

- ◆ Focus and prioritize safety as the fabric of our organizational culture
- ◆ Continue cyclical training in customer service excellence and inclusiveness
- ◆ Strengthen employee engagement and internal communications
- ◆ Specify design requirements for DRT's new garage and start planning with a new division
- ◆ Keep honing our ability to deliver the services that have been planned (care of the fleet, recovery from incidents)
- ◆ Continue to remove barriers to accessibility (improving processes, preserving effective use of resources)
- ◆ Align with and measure against performance targets and standards

Financial efficiencies

Identify, pursue and achieve financial efficiencies

- ◆ Strive for sustained fare revenue to protect our revenue-cost ratio (strategic at low-income, fare integration)
- ◆ Strategically invest in required PRESTO and other fare collection equipment (open payment)
- ◆ Refine the asset plan to sustain needed and timely growth
- ◆ Continue to replace our fleet and shape its composition (route productivity, energy efficiency, maintenance costs)
- ◆ Keep harmonizing service planning, delivery and administrative processes
- ◆ Pursue external funding sources



**2019 Business Plan**

**Durham Region  
Transit**

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

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
-------------------------	------------------------------

- ◆ 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.

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
-------------------------	---------------------------------

- ◆ Develop strategies to implement the objectives outlined in the Transportation Master Plan and the Transit Service Strategy.

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

<b>Key Deliverables</b>	<b>Responsibility - Co-Lead</b>
-------------------------	---------------------------------

- ◆ Incorporate asset replacement principles that are based on long term sustainability.

**Strategic Goals**

<b>Goal</b>	<b>Description</b>	<b>Responsibility - Support</b>
<b>A.1</b>	Propel the business and investment climate forward in Durham Region to enable more local employment.	
<b>B.3</b>	Cultivate strong, safe and secure communities and healthy workplaces.	
<b>B.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.6</b>	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
<b>B.7</b>	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
<b>C.1</b>	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
<b>D.1</b>	Deliver Regional services in a financially prudent and sustainable manner.	
<b>D.2</b>	Foster awareness of the programs and services provided by the Region.	
<b>D.3</b>	Improve communications and collaboration across the Region and in particular with local municipalities.	
<b>D.4</b>	Promote a culture of openness and encourage public engagement in governance and decision making.	
<b>D.5</b>	Demonstrate accountability and transparency by measuring performance and reporting on results.	
<b>D.6</b>	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
<b>D.7</b>	Focus resources on continuous improvement and innovation.	

## PROGRAM SUMMARY

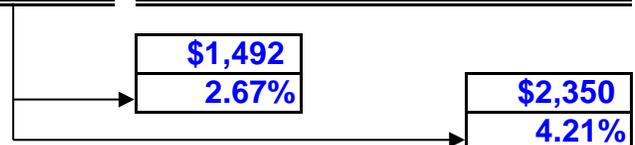


### 2019 Business Plan

### Durham Region Transit

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	11,954	12,110	12,524	487	13,011
2 Operations	40,269	41,316	43,018	(142)	42,876
3 Maintenance - Equipment	21,599	20,989	20,963	772	21,735
4 Specialized Service	6,356	6,595	6,583	203	6,786
5 Northern Service	1,278	1,556	1,595	80	1,675
6 Facilities Management	2,342	2,154	2,023	155	2,178
7 Debt Service	1,036	1,036	1,034	-	1,034
8 Headquarters Shared Cost	69	69	63	8	71
<b>Operating Subtotal</b>	84,903	85,825	87,803	1,563	89,366
9 Bus Rapid Transit	155	157	163	-	163
<b>Tangible Capital Assets:</b>					
10 New	1,259	1,259	-	1,223	1,223
11 Replacement	19	19	67	147	214
<b>Tangible Capital Assets Subtotal</b>	1,278	1,278	67	1,370	1,437
<b>Total Program Expenses</b>	<b>86,336</b>	<b>87,260</b>	<b>88,033</b>	<b>2,933</b>	<b>90,966</b>
<b>Revenue Programs</b>					
Fares	(21,198)	(21,698)	(21,803)	48	(21,755)
U-Pass	(5,831)	(5,698)	(5,698)	(692)	(6,390)
Provincial Gas Tax	(2,011)	(2,011)	(1,611)	(978)	(2,589)
Advertising	(1,671)	(1,671)	(1,247)	(33)	(1,280)
Other	(29)	(32)	(32)	-	(32)
ODSP Discount Pass	(350)	(350)	(350)	-	(350)
Contribution from Reserve / Reserve Fund	-	-	-	(420)	(420)
<b>Total Revenue Programs</b>	(31,090)	(31,460)	(30,741)	(2,075)	(32,816)
<b>Net Program Expenses</b>	<b>55,246</b>	<b>55,800</b>	<b>57,292</b>	<b>858</b>	<b>58,150</b>

### Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2019 Business Plan

### Durham Region Transit

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	(17)	Economic adjustments
Salaries & Benefits	186	Annualization - 3 positions
Salaries & Benefits	68	Remove one-time gapping
Operating Expenses	(20)	Remove one-time items
Operating Expenses	1,643	Inflationary increases - fuel, contracted services, other
Operating Expenses	(6)	Headquarters shared cost
Major Repairs - Vehicles	(400)	Remove one-time item
Minor Assets & Equipment/Major Repairs & Renovations	(123)	Remove one-time items
Operating Expenses	653	Annualization - 2018 route adjustments
Tangible Capital Assets - New/Replacement	(1,211)	Remove one-time items
Fare Revenue	(105)	Annualization - 2018 route adjustments
Provincial Gas Tax	400	One-time funding of Major Repairs removed
Advertising Revenue	424	Removal of one-time payment and contract adjustments
	1,492	

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Durham Region Transit

(\$,000's)

#### Administration

<ul style="list-style-type: none"> <li>◆ New position: 1 Coordinator, Technology Solutions, effective July 1, 2019, in response to rapidly expanding workload requirements as a result of new PRESTO, INIT, and Trapeze demands; to ensure continuity of operations in the event of technological disruptions that will impact crucial operations; and to ensure technology solutions are suitable to DRT while maintaining close cooperation with other agencies to ensure interoperability. (Annualized cost is \$110k)</li> <li>◆ Increase in transit retiree benefits based on historical actuals and forecasted requirements.</li> <li>◆ Increase in Hardware-Software Maintenance costs including: INIT cellular costs (\$38k), Trapeze PASS Maintenance related costs (\$40k), savings on maintenance and operating costs for PRESTO devices on Specialized vehicles to re-align estimates against actual number of vehicles purchased in previous year (\$-22k) ,and increase in other needs based on forecasted requirements (\$12k).</li> <li>◆ Increase in PRESTO transaction fees based on agreement with Metrolinx.</li> <li>◆ Increase to Minor Assets &amp; Equipment costs, including an optical screener for safety and training unit (\$6k), camera tripod/DLSR/LAV Mic (\$1k) for marketing and communications, PRESTO Portable Sales Devices (\$6k), and Wi-Fi units for Operations Supervisors (\$1k).</li> <li>◆ Various adjustments based on historical actuals and forecasted requirements.</li> </ul>	<p>55</p> <p>188</p> <p>68</p> <p>190</p> <p>14</p> <p>(8)</p> <hr style="border: 0.5px solid black;"/> <p>487</p>
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#### Operations

<ul style="list-style-type: none"> <li>◆ New Positions: 6 Conventional Operators converted from temporary staffing as per amendment to collective agreement with UNIFOR, Local 222 (\$565k). Offset by decrease in Temporary Staffing &amp; Benefits required as a result of conversion (-\$511k).</li> <li>◆ New Positions: 3 Conventional Operators, effective July 1, 2019, as part of the service plan adjustments as detailed in Table 1 below. (Annualized cost is \$284k)</li> <li>◆ Full-Time Gapping to align with recent actuals related to Conventional Operator vacancies and leaves of absences.</li> <li>◆ Increase to Workplace Safety and Insurance (WSI) Compensation Costs to reflect actuals.</li> <li>◆ Increase to Part Time Staffing &amp; Benefits (\$113k), decrease to Statutory Holiday Premiums (\$-17k) and Overtime (\$-62k) as part of the service plan adjustments as detailed in Table 1 below.</li> <li>◆ Various Personnel adjustments based on historical actuals and forecasted requirements.</li> <li>◆ Increase to Professional, Tech, Consulting for recruitment tools to increase efficiency in hiring of new Conventional Operators.</li> <li>◆ Decrease to GO Local Fare Agreement expenses to align with ridership forecasts.</li> <li>◆ Increase in Transit Bus Contract due to service plan adjustments as detailed in Table 1 below.</li> <li>◆ Various adjustments based on historical actuals and forecasted requirements.</li> </ul>	<p>54</p> <p>142</p> <p>(400)</p> <p>109</p> <p>34</p> <p>(23)</p> <p>20</p> <p>(127)</p> <p>57</p> <p>(8)</p> <hr style="border: 0.5px solid black;"/> <p>(142)</p>
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# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Durham Region Transit

(\$,000's)

### Operations (Continued)

Table 1

<b>Summary of DRT 2019 Service Plan Adjustments (\$,000's)</b>					
	<u>West</u>	<u>Central</u>	<u>East</u>	<u>North</u>	<u>Total</u>
<b><u>Operations</u></b>					
Full time Operators Wages & Benefits			142	47	<b>189</b>
Part time Operators Wages & Benefits	26		87	(19)	<b>94</b>
Overtime & Premiums	(41)		(38)		<b>(79)</b>
Service Contracts		57		(11)	<b>46</b>
<b><u>Maintenance</u></b>					
Overtime & Premiums	1		11		<b>12</b>
Fuel	2	27	32	28	<b>89</b>
Auto Materials & Supplies & Leased Tires	3	1	47	50	<b>101</b>
<b>Total Expenses</b>	<b>(9)</b>	<b>85</b>	<b>281</b>	<b>95</b>	<b>452</b>
Farebox Revenue	(58)	(113)	(70)	(17)	<b>(258)</b>
<b>Net Cost</b>	<b>(67)</b>	<b>(28)</b>	<b>211</b>	<b>78</b>	<b>194</b>

### Maintenance - Equipment

- ◆ New position: 1 Swing Supervisor, effective July 1, 2019, to meet an increased level of responsibility for Maintenance Supervisors as a result of the growing fleet, as well as new legislation on equipment pre-starts, inspections, and records retention. The position will address the current lack of availability of supervisors during all shop hours. (Annualized cost is \$144k) 72
  - ◆ One time temporary staffing increase to support backfill of management staff engaged in special work assignment (\$133k), net of reduction to on-going temporary and part time staffing based on anticipated requirements (-\$278k). (145)
  - ◆ Various Personnel adjustments based on historical actuals and forecasted requirements. 56
  - ◆ Increase in Overtime (\$12k), Vehicle Gas & Diesel (\$61k), Auto Materials & Supplies (\$49k), and Leased Tires (\$2k) as part of the service plan adjustments as detailed in Table 1 above. 124
  - ◆ Decrease to Vehicle Gas & Diesel based on increased fuel efficiency estimates. (367)
  - ◆ Minor Assets & Equipment including cordless drills/impact guns (\$12k) and hoist beams (\$6k). 18
  - ◆ Increase in Major Vehicle Repairs. DRT fleet requires significant engine and transmission repairs and replacements due to vehicles approaching end of life and mid-life refurbishment to maintain a consistent high level of service. 980
  - ◆ Various adjustments based on historical actuals and forecasted requirements. 34
- 
- 772**

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Durham Region Transit

(\$,000's)

#### Specialized Service

♦ Increase in Part Time Salaries and Benefits as a result of forecasted requirements to maximize efficiency of fleet and continue reducing waitlist for day programs and unaccommodated trips.	102
♦ Increase to Professional, Technical and Consulting to initiate two-year specialized transit eligibility reviews based on passenger abilities to maximize integrated transit delivery model.	100
♦ Various adjustments based on projected actuals and forecasted requirements.	1
	203

#### Northern Service

♦ New Position: 1 Specialized Services Operator, effective July 1, 2019, as part of the service plan adjustments as detailed in Table 1 above. (Annualized cost is \$94k)	47
♦ Decrease to Part Time Salary and Benefits as part of the service plan adjustments as detailed in Table 1 above.	(19)
♦ Increase to DRT Contracted Taxis (\$2k), Vehicle Gas & Diesel (\$28k), Auto Materials & Supplies (\$50k), and decrease to Transit Bus Contracts (-\$13k) as part of the service plan adjustments as detailed in Table 1 above.	67
♦ Decrease to Vehicle Gas & Diesel based on increased fuel efficiency estimates.	(15)
	80

#### Facilities Management

♦ Increase to Building Site Salt & Snow Removal as a result of Raleigh expansion.	109
♦ Increase to Major Building Renovations for covered storage for tires and garbage bin enclosure (\$6k), hose bibs for service bay and drive through area (\$12k), and increase to Building Maintenance for upkeep/painting of interior and exterior of Westney Facility (\$20k).	38
♦ Adjustments to various accounts to reflect historical actuals and forecasted requirements.	8
	155

#### Headquarters Shared Cost

♦ Transit's share of costs related to the operation and maintenance of Regional Headquarters.	8
	8

#### Tangible Capital Assets

**New:**

♦ Refer to TCA New Schedule for further details.	39
♦ Major Capital - property tax financing - see TCA New Schedule.	1,184

**Replacement**

♦ Refer to TCA Replacement Schedule for further details.	147
	1,370

### **Total Expense Programs**

**2,933**

## EXPLANATION OF PROGRAM CHANGES



### 2019 Program Changes

### Durham Region Transit

(\$,000's)

#### Fares

♦ Annualization of 2018 fare increase.	(48)
♦ Proposed fare increase effective May 1, 2019.	(128)
♦ Impact of shifts in fare media used by customers.	482
♦ 2019 service plan adjustments revenue impacts as detailed in Table 1.	(258)
	48

#### U-Pass

♦ Annualization of 2018 U-Pass rate increase.	(188)
♦ Enrolment increase at Durham College, University of Ontario Institute of Technology, and Trent University.	(424)
♦ Rate increase to \$139 from \$135 effective September 1, 2019.	(80)
	(692)

#### Provincial Gas Tax

♦ One-time Provincial Gas Tax allocation from Capital to address significant engine/transmission repairs/replacements due to vehicles approaching end of life and mid-life refurbishment to maintain a consistent high level of service.	(978)
	(978)

#### Advertising

♦ Increase to Advertising Revenue based on anticipated increase in advertising shelters.	(33)
	(33)

#### Recovery from Reserve/Reserve Fund

♦ Contribution from Reserve Fund for transit retiree benefits pertaining to legal settlement.	(420)
	(420)

#### Total Revenue/Recovery Programs

(2,075)

**Total Program Changes** 858



## 2019 Program Detail

## Durham Region Transit

### Purpose:

- ◆ DRT Administration supports the Regional service delivery and provincial reporting requirements of the Commission, plans and schedules fixed routes and OnDemand services, provides clerical and technical support to the various internal groups at DRT and interfaces with other Region of Durham departments for corporate support services.

### Description of Program Activities:

- ◆ Provide excellent customer service, maintain customer feedback tracking and passenger information platforms.
- ◆ Establish effective communication and customer service systems to ensure consistent practices amongst front-line personnel at multiple locations.
- ◆ Monitor performance and demand of all DRT services.
- ◆ Consider the future expansion requirements of the transit network structure to address land-use development and the growing travel needs of customers.
- ◆ Review and consider enhancing services in various areas of the Region, improve service to GO rail stations, and strengthen transit hubs for easier connections and operational effectiveness.
- ◆ Evaluate the effectiveness of expanded services from and to developing communities.
- ◆ Plan and promote the Region's requirements for a transit-first community in the Seaton area.
- ◆ Develop, update and monitor key performance indicators reflective of service consumption and quality in relation to service guidelines.
- ◆ Continue to deploy hard-surfaced stops and shelters.
- ◆ Continue to upgrade and expand on-street infrastructure including bus stops and wayfinding.
- ◆ Manage DRT agreements for advertising on transit shelters and on buses.
- ◆ Plan and manage the continued implementation of the PRESTO fare card system on DRT services.
- ◆ Manage the consistent administration and application of DRT point-of-sale cash control and record-keeping best practices.
- ◆ Monitor the use and billing of the DRT/GO Transit Local Fare agreement.
- ◆ Meet timelines, information requirements and guidelines established by Region Council for the annual DRT Business Plan and Budget.
- ◆ Monitor Provincial Gas Tax Funding eligibility requirements and comply with reporting requirements of the Ridership Growth Plan and Asset Management Plan.
- ◆ Monitor and administer the DRT attendance management model and establish policies and promote best practices related to health and safety.



**2019 Program Detail**

**Durham Region Transit**

**2019 Service Enhancements and Efficiencies:**

- ◆ DRT service levels will be constantly monitored to evaluate route performance and take action if required to address issues. Savings that are achieved through service efficiencies may be reallocated to enable modest but strategic DRT route adjustments and/or address routes operating over capacity, subject to the approval of the Transit Executive Committee, Finance and Administration Committee and Regional Council.
- ◆ Develop proposed Annual Service Plan and Service Strategies that guide and outline DRT service planning priorities.

**Description of Program Resources:**

- ◆ 2019 Full Time Staff = 39                      New Position: 1 Coordinator, Technology Solutions  
2018 Full Time Staff = 38

**PROGRAM 1  
ADMINISTRATION**



**2019 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	4,678	4,699	4,976	243	5,219
Personnel Related	206	233	233	(13)	220
Communications	327	362	362	(7)	355
Supplies	51	76	76	4	80
Computer Maintenance & Operations	958	1,000	1,048	68	1,116
Materials & Services	220	263	263	(26)	237
Equipment Maintenance & Repairs	128	157	157	(2)	155
Vehicle Operations	197	172	173	16	189
Professional Services	263	218	198	1	199
Contracted Services	533	534	534	190	724
Leased Facilities Expenses	22	26	26	(1)	25
Year End Adjustments	44	44	44	-	44
Insurance	1,697	1,696	1,752	-	1,752
Minor Assets & Equipment	-	-	-	14	14
<b>Operating Expenses Subtotal</b>	<b>9,324</b>	<b>9,480</b>	<b>9,842</b>	<b>487</b>	<b>10,329</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-departmental Charges	2,630	2,630	2,682		2,682
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>2,630</b>	<b>2,630</b>	<b>2,682</b>	<b>-</b>	<b>2,682</b>
<b>Gross Operating Expenses</b>	<b>11,954</b>	<b>12,110</b>	<b>12,524</b>	<b>487</b>	<b>13,011</b>



**2019 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Operations manages and delivers fully accessible conventional transit fixed-route service.

**Description of Program Activities:**

- ◆ Manage the delivery of safe and reliable conventional transit services for DRT's fixed routes.
- ◆ Develop and implement policies, processes and procedures that comply with the Accessibility for Ontarians with Disabilities Act (AODA) legislative requirements specific to Conventional Services providers with respect to DRT services, facilities and accommodations.
- ◆ Manage the Transit Control Centre to maintain reliable service and communications and provide consistent and coordinated response to incidents affecting transit.
- ◆ Standardize procedures and practices to ensure consistency throughout all DRT Operations.
- ◆ Monitor employee compliance with DRT Standard Operating Procedures that ensure consistent operating and customer service practices.
- ◆ Administer the attendance management program and other corporate policies and procedures that promote best practices related to organizational and employee health, safety and the environment.
- ◆ Enhance Emergency and Security Preparedness procedures and processes to ensure effective transit response to DRT and Regional safety and security incidents.
- ◆ Manage the Risk Assessment Strategy and community safety programs for DRT in consultation with other Regional departments and outside agencies.
- ◆ Manage employee development programs to ensure work performance feedback for all staff to support personal and professional development.
- ◆ Maintain annual cyclical operator training to review and discuss operational policies and procedures, customer service excellence, defensive driving and human rights and accessibility.

**Description of Program Resources:**

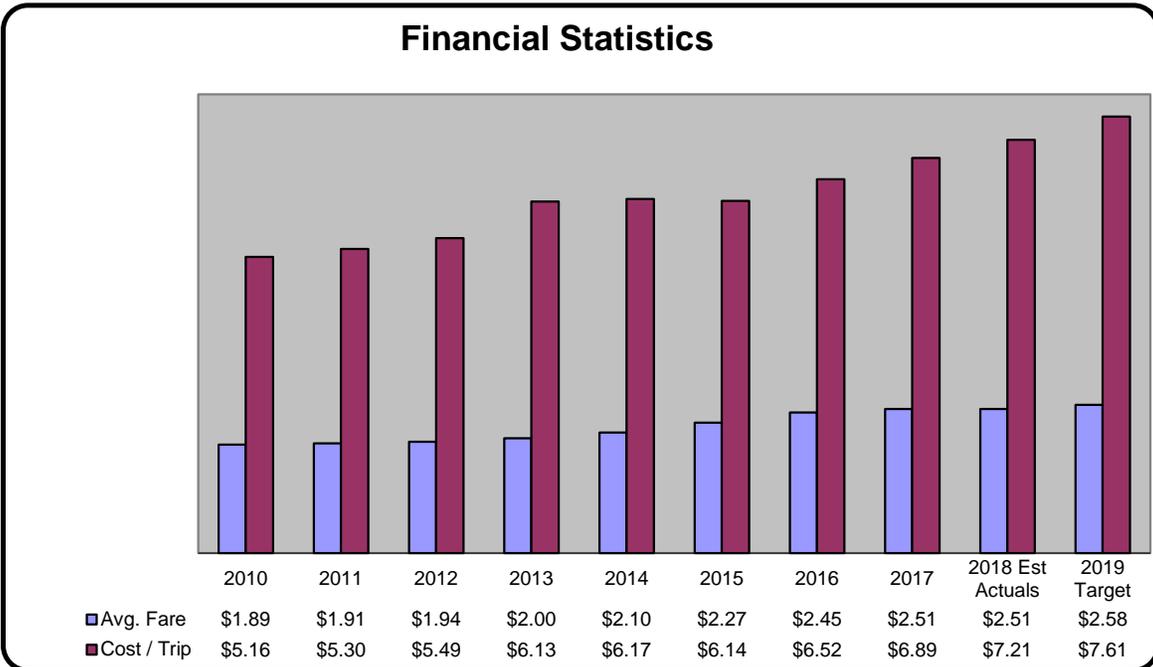
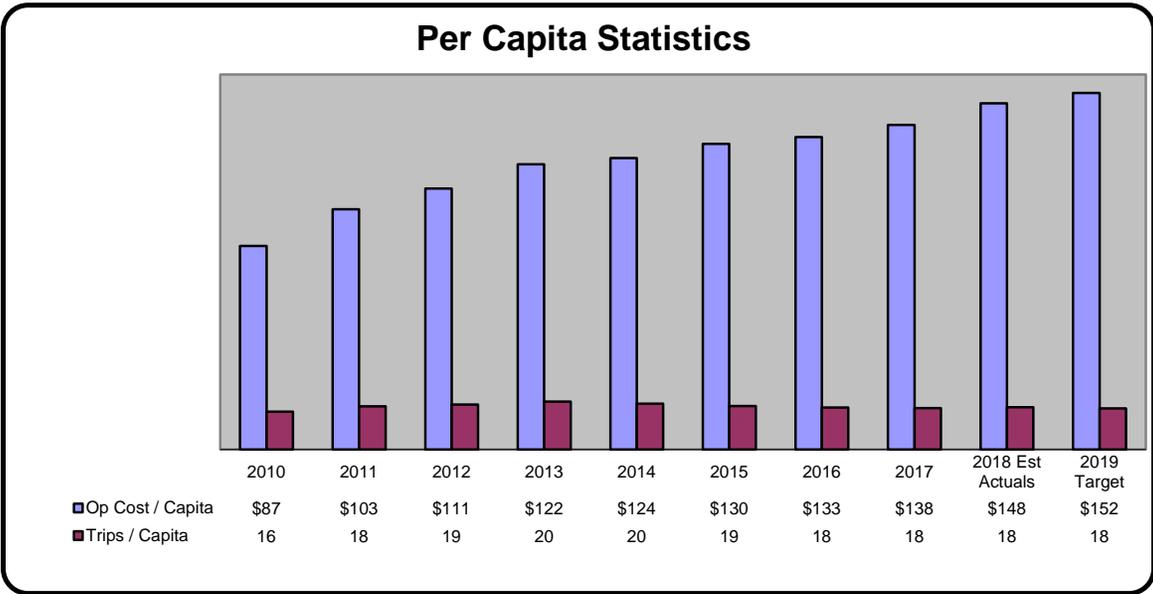
- ◆ 2019 Full Time Staff = 295                      New positions: 9 Conventional Operators  
2018 Full Time Staff = 286



**2019 Program Detail**

**Durham Region Transit**

**Performance Measurements:**



Note: Cost based on CUTA's definition for Total Operating Expense

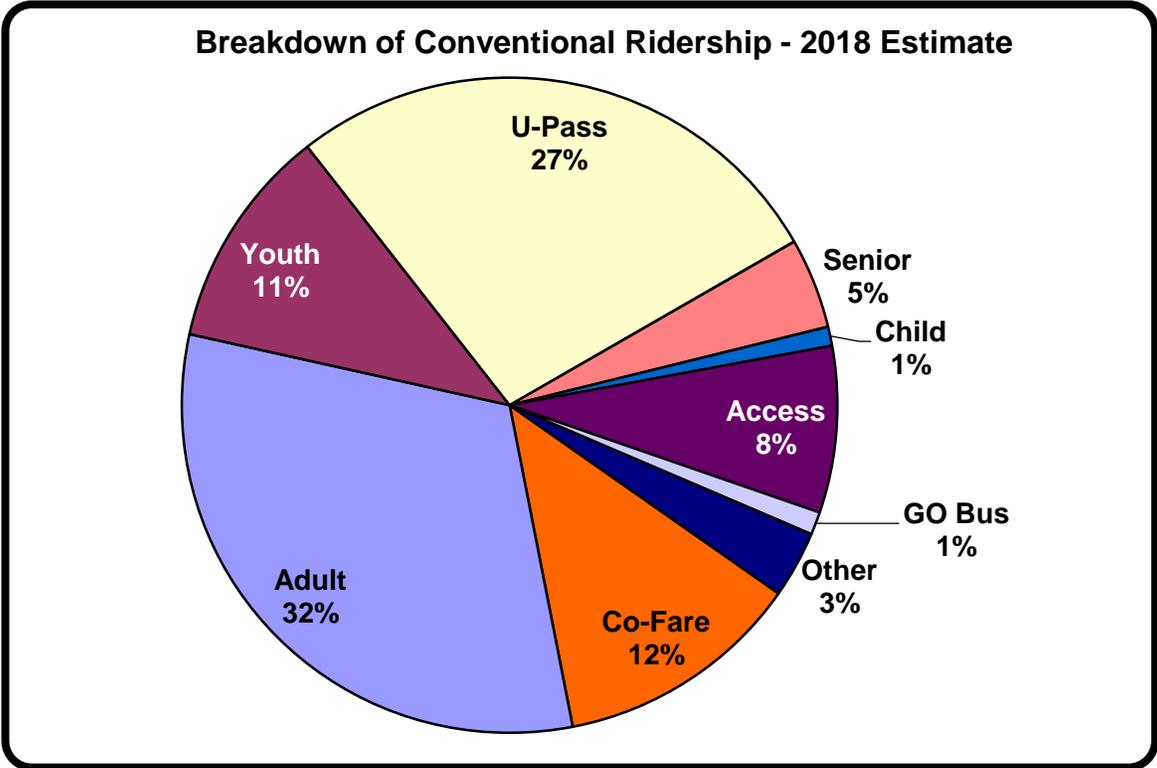
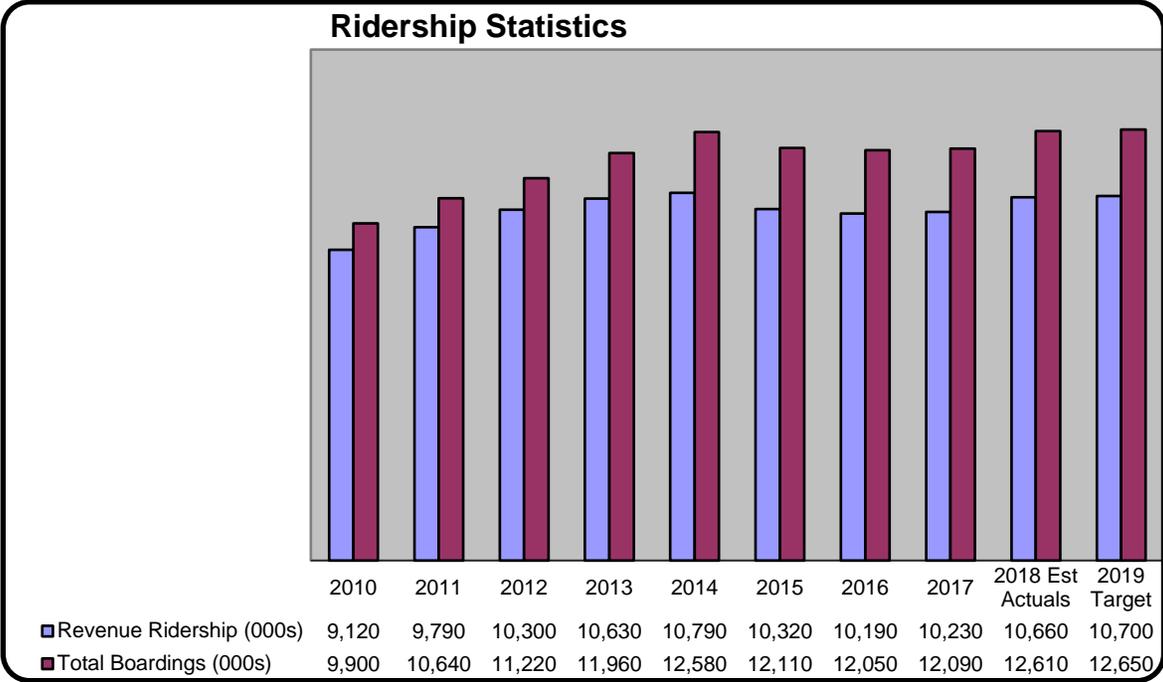
Definition of a Trip - Riding one way from origin to final destination, counts as one trip, even if multiple transfers are taken.



**2019 Program Detail**

**Durham Region  
Transit**

**Performance Measurements (Continued):**

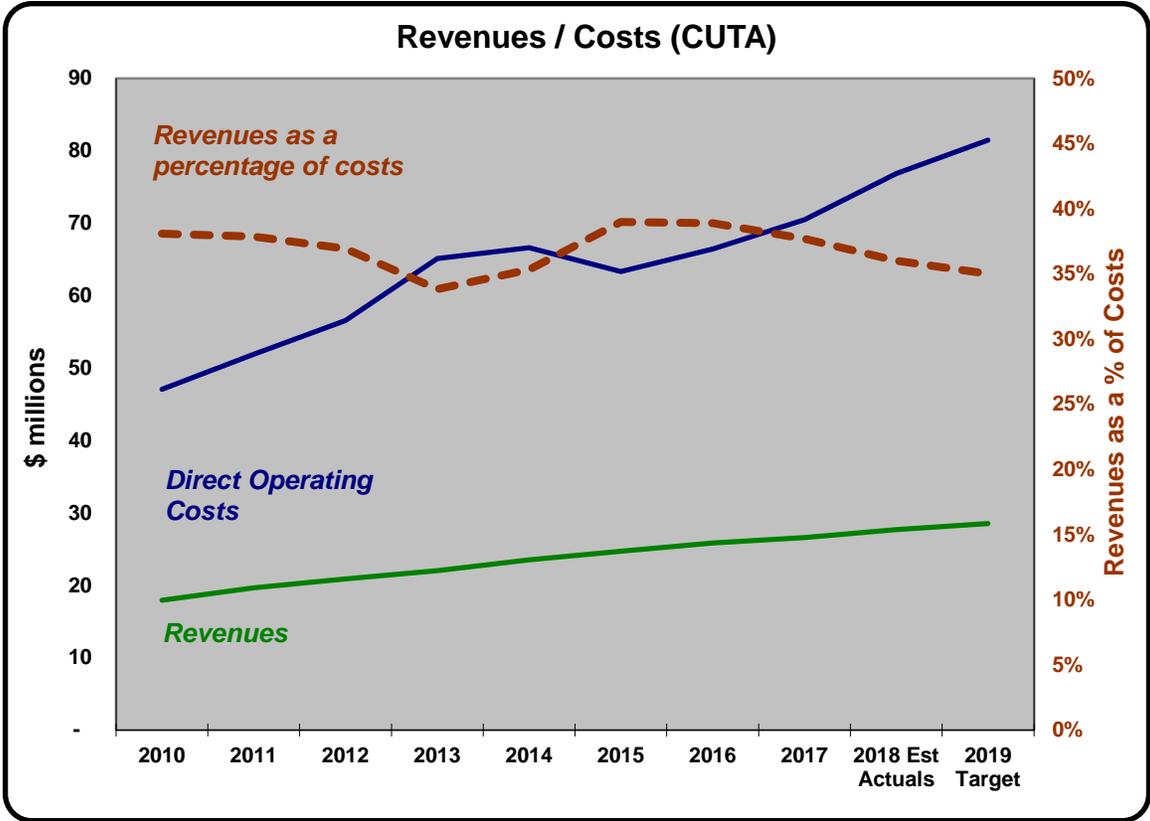




2019 Program Detail

Durham Region  
Transit

Performance Measurements (Continued):



**PROGRAM 2  
OPERATIONS**



**2019 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	31,734	32,588	32,903	(84)	32,819
Personnel Related	278	274	274	2	276
Communications	18	29	29	-	29
Equipment Maintenance & Repairs	2	8	7	-	7
Professional Services	-	11	11	9	20
Transit Bus Contracts	6,045	6,265	6,416	57	6,473
Contracted Services	2,151	2,083	3,320	(127)	3,193
Leased Facilities Expenses	41	58	58	1	59
<b>Total Expenses</b>	<b>40,269</b>	<b>41,316</b>	<b>43,018</b>	<b>(142)</b>	<b>42,876</b>



**2019 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Maintenance manages, maintains and upkeep DRT's fleet, equipment, buildings, infrastructure and contracts, so that DRT's capital assets remain in a state of good repair, are safe and ready for customers and employees, and are replaced and expanded as needed.

**Description of Program Activities:**

- ◆ Continue to harmonize and update preventative maintenance systems and operating procedures between DRT locations in compliance with applicable legislation and industry best practice.
- ◆ Maintain the revenue and non-revenue fleets in a state of good repair, meeting or exceeding industry standards and manufacturers' requirements while minimizing vehicle downtime and capturing warranty claims on new equipment or parts.
- ◆ Review the fleet major component related to driveline, for scheduled replacement to reduce emergency major repairs and ensure bus availability to meet service needs.
- ◆ Review and establish optimal cost efficient life cycle of Conventional and Specialized Services buses.
- ◆ Arrange installation, perform routine maintenance and support smart technology and other accessories on board DRT vehicles.
- ◆ Refine DRT bus specifications and work with other agencies to define and purchase replacement and expansion vehicles for Conventional and Specialized Services and for support and service vehicles.
- ◆ Manage and monitor contractor performance for the maintenance of bus stops, shelters and garbage collection.
- ◆ Manage, monitor and provide feedback on contractor performance for the maintenance portion of the contracted services contract.
- ◆ Continue to purchase fully accessible buses and maintain an orderly fleet turnover process, ensuring the fleet is cost-effective to operate and remains contemporary.
- ◆ Participate in joint procurement projects sponsored by Metrolinx. When Metrolinx procurement is not available, create Request for Proposal (RFP) or tenders for vehicle and equipment replacement.
- ◆ Participate in industry programs for technical and performance advances in equipment, procedures and in staff development.
- ◆ Manage and optimize DRT parts inventory to reduce costs where possible through procedures and guidelines that ensure competitive bidding and cost effective purchasing practices and inventory control processes in accordance with the Region's Purchasing By-Law.
- ◆ Monitor and administer the DRT attendance management model, establish policies and promote best practices related to health, safety and respect in the workplace.
- ◆ Implement and monitor appropriate performance measures.
- ◆ Continue to advance fuel management and monitoring measures.
- ◆ Review, update, and create where necessary, Safe Operating Procedures (SOP's).

**Description of Program Resources:**

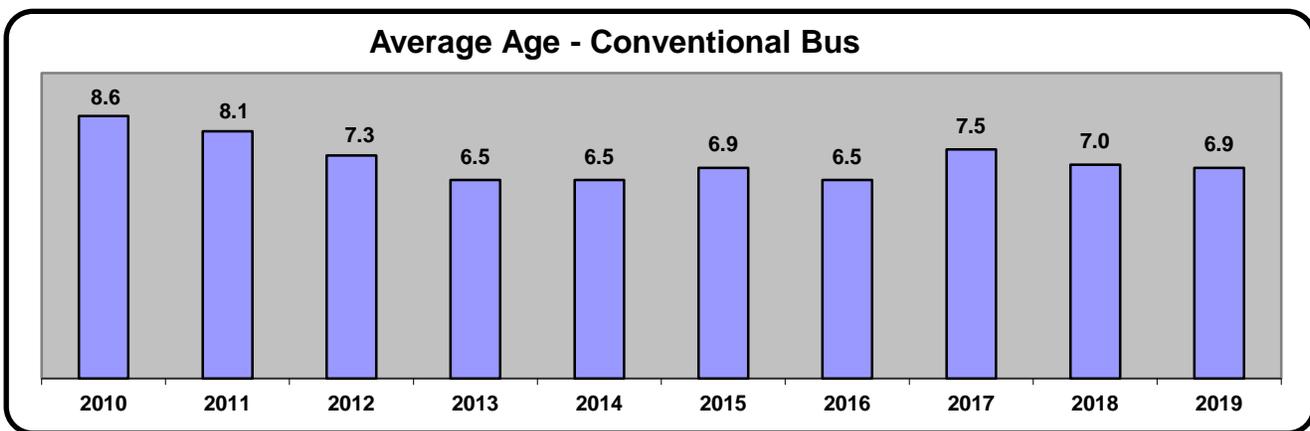
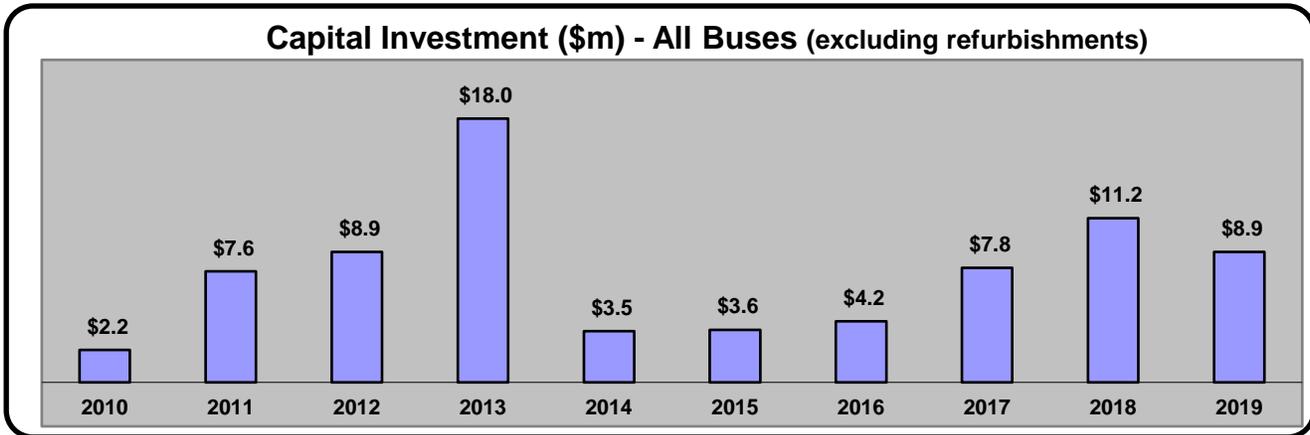
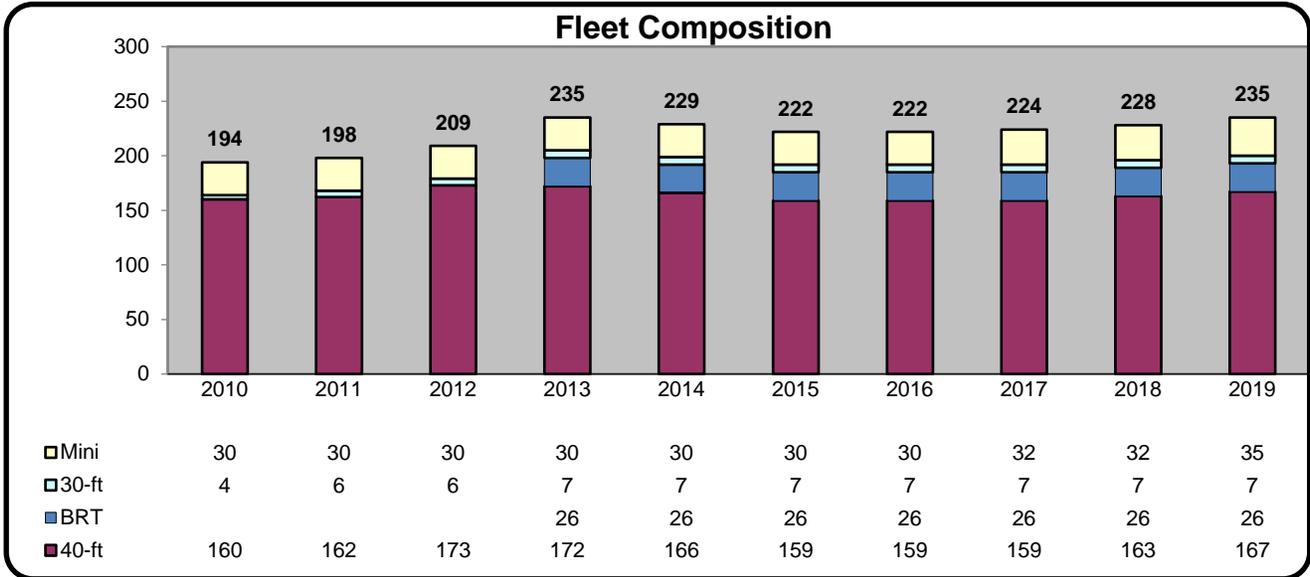
- ◆ 2019 Full Time Staff = 66                      New Position: 1 Swing Supervisor  
2018 Full Time Staff = 65



**2019 Program Detail**

**Durham Region Transit**

**Performance Measurements:**

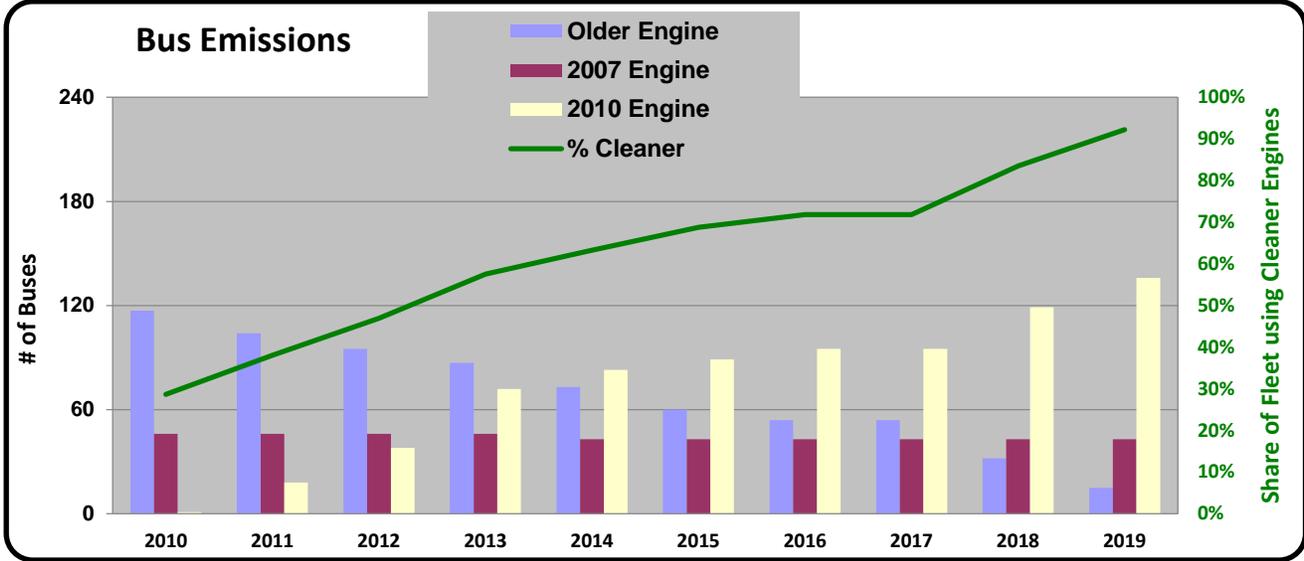




2019 Program Detail

Durham Region Transit

Performance Measurements (Continued):



**PROGRAM 3  
MAINTENANCE - EQUIPMENT**



**2019 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	8,157	8,548	8,580	(5)	8,575
Personnel Related	117	155	155	8	163
Supplies	4,007	3,613	3,728	67	3,795
Equipment Maintenance & Repairs	72	91	91	9	100
Vehicle Operations	7,447	7,559	7,875	(306)	7,569
Professional Services	15	26	26	1	27
Minor Assets & Equipment	32	49	-	18	18
Major Repairs & Renovations	1,752	948	508	980	1,488
<b>Gross Operating Expenses</b>	<b>21,599</b>	<b>20,989</b>	<b>20,963</b>	<b>772</b>	<b>21,735</b>



**2019 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ DRT Specialized Service provides demand-responsive, origin-to-destination transportation services to eligible persons with disabilities using the full range of available public transportation services.

**Description of Program Activities:**

- ◆ Develop and implement policies, processes and procedures that comply with the Accessibility for Ontarians with Disabilities Act (AODA) requirements and industry best practices specific to Specialized Services providers.
- ◆ Administer cost-effective, fair and consistent policies including trip reservation processes, and automated trip scheduling processes.
- ◆ Investigate opportunities to coordinate dispatch resources to support conventional demand-responsive services within low-demand transit areas utilizing available vehicle capacity.
- ◆ Maintain trip booking hours that meet the requirement of the integrated accessibility standard (191/11) under the AODA.
- ◆ Deliver customer service excellence, ensure all staff demonstrate care and sensitivity in meeting the needs of customers.
- ◆ On-going delivery and community outreach to expand the DRT's travel training program which enables customers to safely and confidently utilize conventional services.
- ◆ Further enhance customer mobility and travel options through enhanced coordination between Specialized and Conventional Services to plan trips for Specialized customers utilizing the full fleet of DRT accessible vehicles.
- ◆ Utilization of the automated GPS based paperless scheduling system to optimize efficiency of Specialized Service and contracted accessible taxi scheduling and improve customer service delivery performance.
- ◆ Monitor employee compliance with DRT Standard Operating Procedures to ensure consistent practices and maximum safety.
- ◆ Monitor Key Performance Indicators including cost-per-trip of both dedicated (DRT bus/operator) and non-dedicated (taxi) service.
- ◆ Manage employee development programs to ensure work performance feedback for all staff to support personal and professional development.
- ◆ Maintain annual cyclical operator training to review and discuss operational policies and procedures, customer service excellence, defensive driving and human rights and accessibility.
- ◆ Implement a revised Support Person Card and process that will ensure consistency with partner transit agencies in the Greater Toronto and Hamilton Area.
- ◆ Administer the attendance management program and other corporate policies and procedures that promote best practices related to organizational and employee health, safety and the environment.

**Description of Program Resources:**

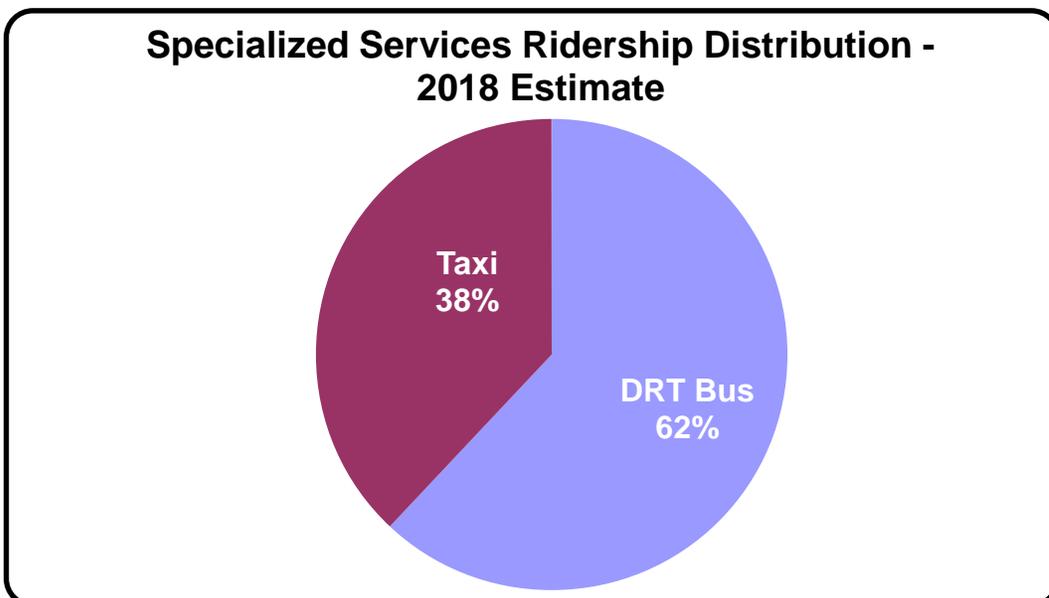
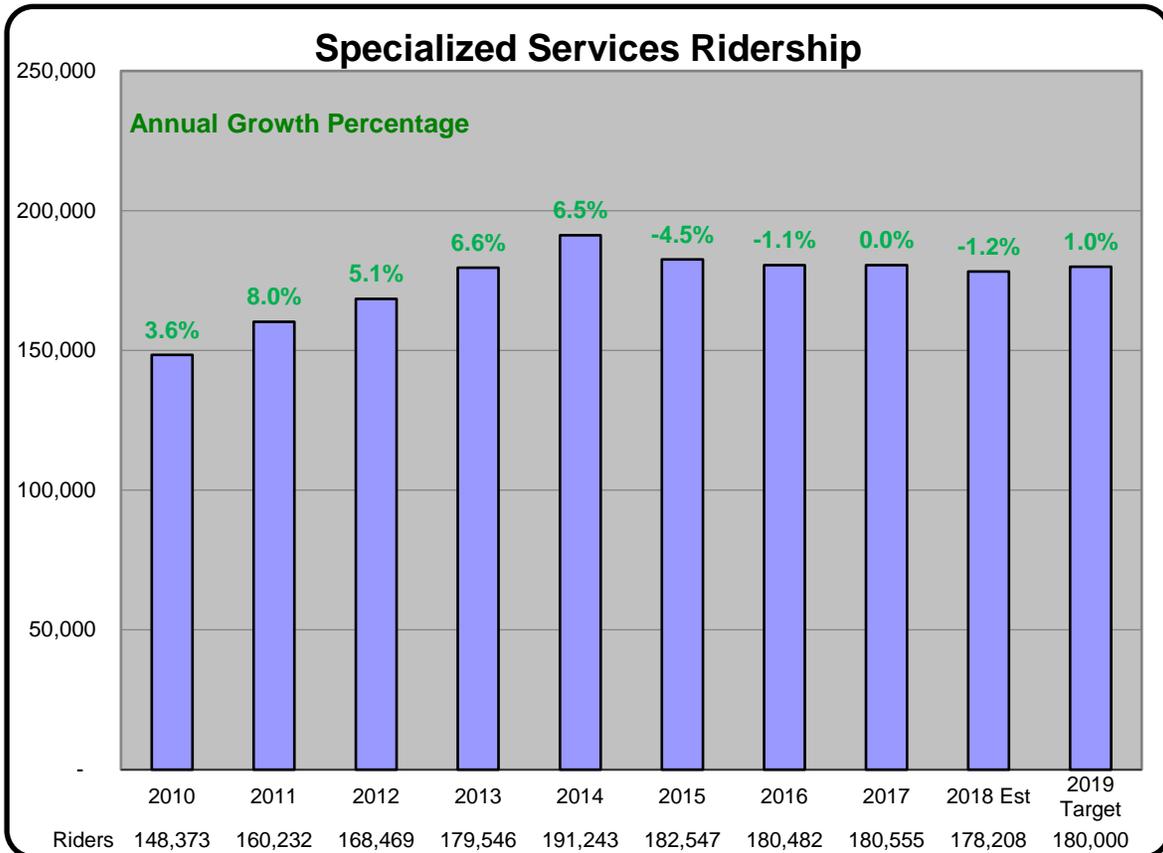
- ◆ 2019 Full Time Staff = 29  
2018 Full Time Staff = 29



**2019 Program Detail**

**Durham Region Transit**

**Performance Measurements:**



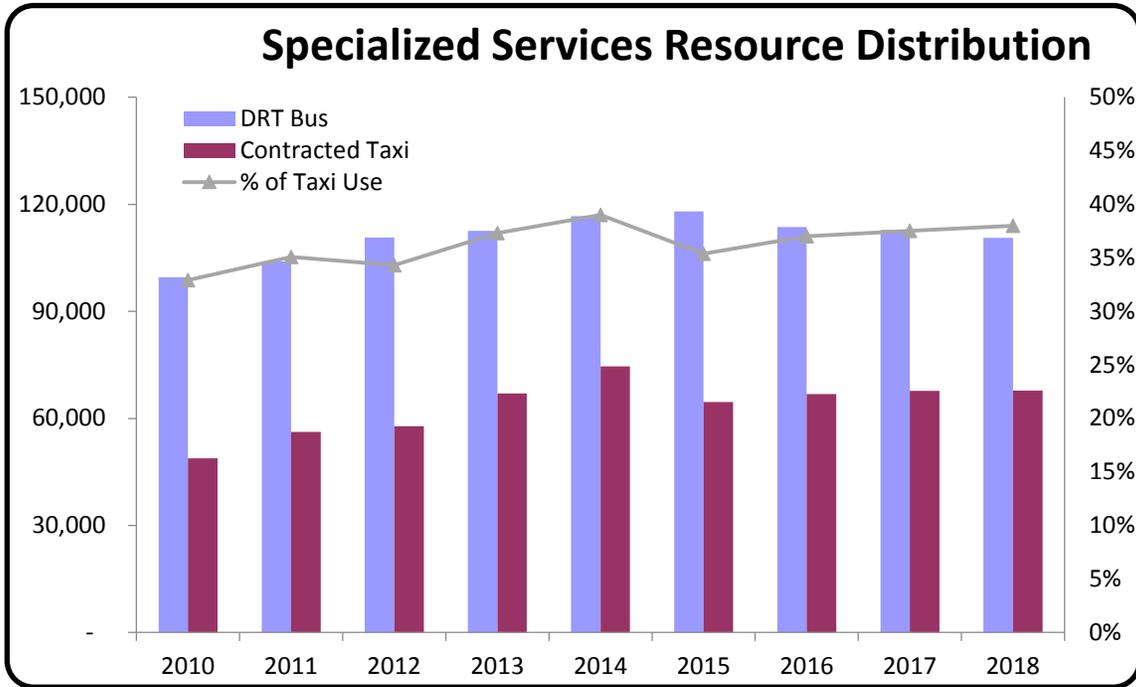
**PROGRAM 4  
SPECIALIZED SERVICE**



**2019 Program Detail**

**Durham Region Transit**

**Performance Measurements (Continued):**



**PROGRAM 4  
SPECIALIZED SERVICE**



**2019 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	4,208	4,473	4,452	104	4,556
Personnel Related	54	42	42	(4)	38
Communications	7	9	9	-	9
Supplies	144	203	203	3	206
Equipment Maintenance & Repairs	2	2	2	-	2
Vehicle Operations	325	340	349	-	349
Professional Services	-	7	7	100	107
Contracted Services (Taxi)	1,616	1,519	1,519	-	1,519
<b>Gross Operating Expenses</b>	<b>6,356</b>	<b>6,595</b>	<b>6,583</b>	<b>203</b>	<b>6,786</b>



## 2019 Program Detail

## Durham Region Transit

### Purpose:

- ◆ DRT Operations North manages and administers Conventional and OnDemand Services in the North Durham communities of Scugog, Uxbridge, and Brock Townships.

### Description of Program Activities:

- ◆ Administer the requirements of the contracted Conventional services to serve the North Durham communities and deliver On-Demand Services using DRT resources and contracted taxis.
- ◆ Continue to develop fully accessible transit services in North Durham through ongoing and effective communication with key stakeholders.
- ◆ Implement and monitor the Rural-North Service Strategy to enhance public transit service and connections with communities in Uxbridge, Scugog and Brock, University of Ontario Institute of Technology, Durham College and the rest of the DRT system. Integrate with the GO Transit provided complementary services and connections to York Region, Simcoe County, and City of Kawartha Lakes.
- ◆ Develop transit hub locations in Brock, Scugog and Uxbridge to include hard surface stops and shelters that support the integrated service delivery model.
- ◆ Monitor contractor compliance with DRT Standard Operating Procedures to ensure consistent customer service practices.
- ◆ Employ cost-effective service delivery methods to optimize the use of Conventional resources.
- ◆ Monitor performance of contracted transit services provided in DRT northern service areas.

### Description of Program Resources:

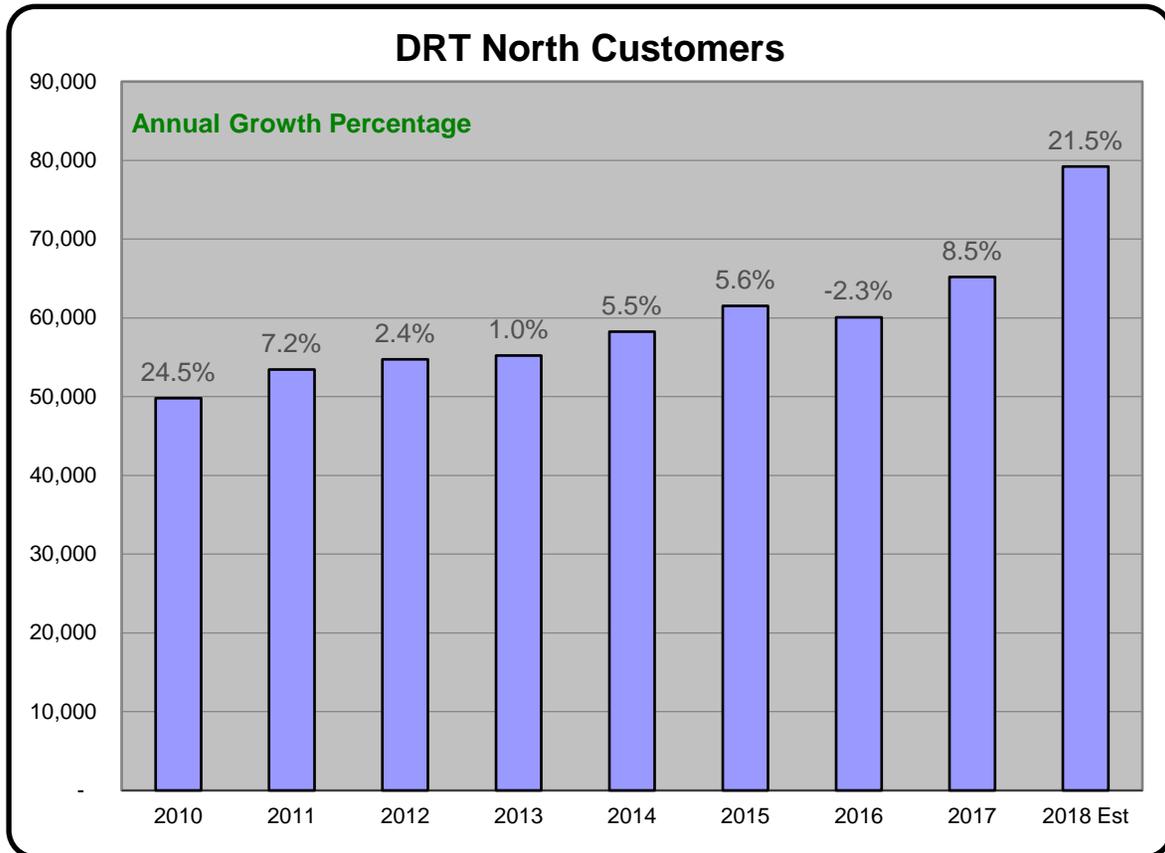
- ◆ 2019 Full Time Staff = 1                      New Position: 1 Specialized Services Operator  
2018 Full Time Staff = 0



2019 Program Detail

Durham Region Transit

Performance Measurements:



**PROGRAM 5  
NORTHERN SERVICE**



**2019 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	19	106	109	28	137
Supplies	28	123	123	50	173
Vehicle Operations	293	319	328	13	341
Transit Bus Contracts	936	955	982	(13)	969
Contracted Services (Taxi)	2	53	53	2	55
<b>Total Expenses</b>	<b>1,278</b>	<b>1,556</b>	<b>1,595</b>	<b>80</b>	<b>1,675</b>



**2019 Program Detail**

**Durham Region Transit**

**Purpose:**

- ◆ Region of Durham Works Department - Facilities Management Division, external contractors and Transit Maintenance personnel provide facility maintenance and cleaning support to DRT facilities.

**Description of Program Activities:**

- ◆ Communicate with Works Facilities Management division to ensure effective preventative maintenance programs for DRT facilities.
- ◆ Work with Works Facilities Management division to ensure DRT facilities remain in a state of good repair, in compliance with applicable legislation, and maintain safe conditions clear from ice and snow.
- ◆ Sub-contract services that support DRT requirements for mechanical, electrical, elevator and HVAC system maintenance.

**Description of Program Resources:**

- ◆ 2019 Full Time staff = 1  
2018 Full Time staff = 1

**PROGRAM 6  
FACILITIES MANAGEMENT**



**2019 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	146	102	100	-	100
Supplies	47	33	33	-	33
Utilities	629	763	735	-	735
Materials & Services	56	73	73	-	73
Buildings & Grounds Operations	480	312	294	142	436
Equipment Maintenance & Repairs	283	185	185	(5)	180
Contracted Services	126	140	91	-	91
Property Taxes	412	411	411	-	411
Major Repairs & Renovations	34	34	-	18	18
<b>Operating Expenses Subtotal</b>	<b>2,213</b>	<b>2,053</b>	<b>1,922</b>	<b>155</b>	<b>2,077</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Works Department Charge	129	101	101	-	101
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>129</b>	<b>101</b>	<b>101</b>	<b>-</b>	<b>101</b>
<b>Net Program Expenses</b>	<b>2,342</b>	<b>2,154</b>	<b>2,023</b>	<b>155</b>	<b>2,178</b>

**PROGRAM 7  
DEBT SERVICE**



**2019 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Debt Charges	1,036	1,036	1,034	-	1,034
<b>Net Program Expenses</b>	<b>1,036</b>	<b>1,036</b>	<b>1,034</b>	<b>-</b>	<b>1,034</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Durham Region Transit**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Personnel Expenses	1,152	1,155	1,176	40	1,216
Communications	631	650	650	-	650
Supplies	107	112	112	-	112
Utilities	1,152	1,285	1,098	-	1,098
Materials & Services	38	27	27	-	27
Buildings & Grounds Operations	1,106	1,184	1,175	60	1,235
Equipment Maintenance & Repairs	15	12	12	-	12
Professional Services	2	20	20	-	20
Contracted Services	781	744	802	-	802
Financial Expenses	176	176	182	-	182
Major Repairs & Renovations	125	125	-	209	209
Contribution to Reserve / Reserve Fund	-	-	-	637	637
Call Centre Operations	496	681	587	100	687
Front Counter Operations	303	394	399	-	399
<b>Operating Expenses Subtotal</b>	<b>6,084</b>	<b>6,565</b>	<b>6,240</b>	<b>1,046</b>	<b>7,286</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Facilities Management & Shipping/Receiving Charge	377	392	421	-	421
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>377</b>	<b>392</b>	<b>421</b>	<b>-</b>	<b>421</b>
<b>Gross Operating Expenses</b>	<b>6,461</b>	<b>6,957</b>	<b>6,661</b>	<b>1,046</b>	<b>7,707</b>
<b>Tangible Capital Assets</b>					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution From Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
<b>Total Tangible Capital Assets</b>	<b>1,056</b>	<b>1,056</b>	<b>150</b>	<b>448</b>	<b>598</b>
<b>Debt Charges</b>					
Debt Charges	4,594	4,594	4,594	-	4,594
<b>Total Debt Charges</b>	<b>4,594</b>	<b>4,594</b>	<b>4,594</b>	<b>-</b>	<b>4,594</b>

**PROGRAM 8  
HEADQUARTERS SHARED COST**



**2019 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Revenues</b>					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
<b>Total Revenues</b>	<b>(32)</b>	<b>(20)</b>	<b>(20)</b>	<b>(9)</b>	<b>(29)</b>
<b>Net Program Expenses</b>	<b>12,079</b>	<b>12,587</b>	<b>11,385</b>	<b>1,485</b>	<b>12,870</b>
<b>Department's Share of Net Program Expenses</b>	<b>69</b>	<b>69</b>	<b>63</b>	<b>8</b>	<b>71</b>



## **2019 Program Detail**

## **Durham Region Transit**

### **Purpose:**

- ◆ The Rapid Transit Office (RTO) is a temporary project management office that has been established to oversee the implementation of the various Highway 2 Bus Rapid Transit (BRT) project elements. In 2019, RTO's priorities will include completion of all remaining work related to the ongoing Quick Win BRT project, including road widenings, new buses, facility expansions, smart technology and passenger amenities at bus stops. RTO will continue to advance BRT expansions on Highway 2, including projects identified under the Public Transit Infrastructure Fund (PTIF) program. As a joint initiative of DRT and the Region's Works Department, RTO will continue to work in consultation and coordination with other Regional Departments to advance the Region's BRT vision for Highway 2.

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

- ◆ Complete all outstanding project elements associated with the Quick Win BRT project, including road construction on Highway 2.
- ◆ Advance PTIF funded BRT expansion projects on Highway 2, including BRT construction on Highway 2 between Westney Road and Harwood Avenue in the Town of Ajax.
- ◆ Represent the Region's interests in the completion of the ongoing Transit Project Assessment Process (TPAP) for the Durham-Scarborough BRT study that is being undertaken jointly by Metrolinx (funding agency), the Region and the City of Toronto.
- ◆ Continue to liaise with consultants and contractors in completing the various BRT project elements.
- ◆ Continue to monitor and refine the budget and schedule for the various BRT project elements.
- ◆ Maintain liaison with and report to Metrolinx/Province through the Project Oversight Committee, in accordance with the Quick Win Contribution Agreement.
- ◆ Assist in pursuit of funding opportunities for expanding the BRT infrastructure on Regional roads, including concept developments for subsequent phases of the PTIF program.
- ◆ Assist DRT in reporting to Transit Executive Committee and Regional Council on critical project matters.

**PROGRAM 9  
BUS RAPID TRANSIT**



**2019 Program Detail**

**Durham Region Transit**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Personnel Expenses	151	151	157	-	157
Personnel Related	3	4	4	-	4
Communications	1	1	1	-	1
Supplies	-	1	1	-	1
<b>Net Program Expenses</b>	<b>155</b>	<b>157</b>	<b>163</b>	<b>-</b>	<b>163</b>

**PROGRAM 10  
TANGIBLE CAPITAL ASSETS - NEW**



**2019 Program Detail**

**Durham Region Transit**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration</u></b>			
1 Desktop Computers	2	700	1,400
2 Power Desktop	1	1,900	1,900
3 Computer terminal for Traffic Cameras	1	3,000	3,000
4 Laptop Computer	1	1,500	1,500
5 Projector	1	1,400	1,400
6 Remote antenna for Traffic Cameras	1	5,000	5,000
7 TCC Workstation Alignment	1	3,000	3,000
8 Utility Carts	2	1,600	3,200
9 Workstation	1	5,000	5,000
10 Monitors	2	250	500
11 Chair	1	300	300
12 Lightweight Laptop Computers	1	2,510	2,510
			28,710
<b><u>Maintenance - Equipment</u></b>			
13 Small Form Computers (Pre-Trip Inspection)	2	513	1,026
14 LED Monitor/Wall Mounts for Small Form Computers	2	839	1,678
15 Desktop Computer with Monitor	1	950	950
			3,654
<b><u>Specialized Service</u></b>			
16 Desktop Computer with Monitor	1	950	950
17 Workstation	1	5,000	5,000
18 Assessor Workstation	1	700	700
			6,650
Total of Above Items			39,014
Capital Program - see separate schedule			1,184,000
			<b>1,223,014</b>

**PROGRAM 11  
TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Durham Region Transit**

Description	Qty	Unit Cost	Total
		\$	\$
<b><u>Administration</u></b>			
1 Computer Monitors	5	250	1,250
2 Desktop Computers	36	700	25,200
3 Laptop Computers	5	1,500	7,500
4 Lightweight Laptop Computers	5	2,510	12,550
5 Power Laptop Computers	4	2,400	9,600
6 Power Desktops (with extra memory)	2	2,154	4,308
7 Signage Computers	2	950	1,900
8 Filing Cabinets	2	600	1,200
9 Chairs	6	500	3,000
10 Renovations of DRT East Crew Room	1	53,617	53,617
			<b><u>120,125</u></b>
<b><u>Maintenance - Equipment</u></b>			
11 Torque Guns (with software)	2	30,000	60,000
12 Fuel Handle	1	34,000	34,000
			<b><u>94,000</u></b>
			<b><u>214,125</u></b>



**CAPITAL EXPENDITURES (\$000's)**

EXPENDITURES	2019		2020		2021		2022		2023		2024-2028		TOTAL	
	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
<b>GROWTH RELATED CAPITAL</b>														
<b>Growth Vehicles:</b>														
BRT Buses <sup>1</sup>	6	5,621	-	-	-	-	-	-	-	-	-	-	6	5,621
Conventional Bus Expansion BRT	-	-	12	7,200	-	-	3	1,800	3	1,800	29	17,400	47	28,200
Conventional Bus Expansion	4	2,360	10	5,900	16	9,440	9	5,310	17	10,030	41	24,190	97	57,230
Mini Bus Expansion	3	390	2	260	-	-	-	-	-	-	-	-	5	650
Specialized Mini Bus Expansion	-	-	1	175	1	175	1	175	1	175	5	875	9	1,575
Non Revenue Service Vehicle	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>sub-total</b>	<b>13</b>	<b>8,371</b>	<b>25</b>	<b>13,535</b>	<b>17</b>	<b>9,615</b>	<b>13</b>	<b>7,285</b>	<b>21</b>	<b>12,005</b>	<b>75</b>	<b>42,465</b>	<b>164</b>	<b>93,276</b>
<b>Growth Vehicle Outfitting</b>														
Additional PRESTO for Growth Buses	10	140	22	308	16	224	12	168	20	280	70	980	150	2,100
Additional Fareboxes/Radios For Growth Buses	10	190	22	418	16	304	12	228	20	380	70	1,330	150	2,850
Additional ITS/Annunciators for Growth Buses	4	68	22	376	16	274	12	205	20	342	70	1,197	144	2,463
Additional INIT for BRT Growth Buses	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional INIT for BRT Buses	6	261	-	-	-	-	-	-	-	-	-	-	6	261
Automated Q-strait	-	-	22	440	16	320	12	240	20	400	70	1,400	140	2,800
Additional PRESTO for Specialized Buses	-	-	1	3	1	3	1	3	1	3	5	15	9	27
Trapeze for Specialized Buses	-	-	1	8	1	8	1	8	1	8	5	40	9	71
PRESTO handheld devices for Mini Bus	3	9	-	-	-	-	-	-	-	-	-	-	3	9
Gravity Farebox for Mini Bus	3	22	-	-	-	-	-	-	-	-	-	-	3	22
INIT for Mini Bus	3	50	-	-	-	-	-	-	-	-	-	-	3	50
Mini Bus INIT Planning/Prototyping	-	18	-	-	-	-	-	-	-	-	-	-	-	18
Mini Bus INIT OEM Installation	-	26	-	-	-	-	-	-	-	-	-	-	-	26
<b>sub-total</b>	<b>39</b>	<b>784</b>	<b>90</b>	<b>1,553</b>	<b>66</b>	<b>1,133</b>	<b>50</b>	<b>852</b>	<b>82</b>	<b>1,413</b>	<b>290</b>	<b>4,962</b>	<b>617</b>	<b>10,697</b>
<b>Growth Facilities</b>														
New Indoor Bus Storage/Service Facility	-	-	-	50,500	-	-	-	-	-	-	-	37,300	-	87,800
New Facility in Seaton Phase 1	-	-	-	-	-	-	-	-	25,000	-	-	-	-	25,000
<b>sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>37,300</b>	<b>-</b>	<b>112,800</b>
<b>Growth Related Technology and Passenger Amenities:</b>														
Bus Stop Infrastructure	-	118	877	59	439	59	439	59	439	295	2,193	590	4,386	
<b>sub-total</b>	<b>-</b>	<b>118</b>	<b>877</b>	<b>59</b>	<b>439</b>	<b>59</b>	<b>439</b>	<b>59</b>	<b>439</b>	<b>295</b>	<b>2,193</b>	<b>590</b>	<b>4,386</b>	
<b>SYSTEM IMPROVEMENT CAPITAL (NON-GROWTH RELATED)</b>														
Transit technology/innovations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Destination Sign Upgrade (front, side & rear)	-	-	-	375	-	375	-	-	-	-	-	-	-	750
Trapeze Software Upgrade	-	-	-	-	-	45	-	-	-	-	-	-	-	45
Terminal Passenger Amenity Upgrades	-	-	-	210	-	-	-	-	-	-	-	-	-	210
DRT Bus Decal Refresh and Standardization	-	-	-	96	-	-	-	-	-	-	-	-	-	96
Radio Transition (New Arrangement NextGen)	-	-	-	2,000	-	-	-	-	-	-	-	-	-	2,000
PRESTO Equipment Refresh/Upgrade	-	-	-	2,000	-	-	-	-	-	-	-	-	-	2,000
Smart Technology Upgrades	333	340	-	250	-	250	-	250	-	250	1,250	-	-	2,673
Advanced Fuel Mgmt System	-	-	-	250	-	-	-	-	-	-	-	-	-	250
Bus Stop Infrastructure Requirements	800	1,120	-	960	-	960	-	960	-	960	4,800	-	-	9,600
<b>sub-total</b>	<b>1,133</b>	<b>6,391</b>	<b>1,630</b>	<b>1,630</b>	<b>1,210</b>	<b>1,210</b>	<b>1,210</b>	<b>1,210</b>	<b>1,210</b>	<b>6,050</b>	<b>17,623</b>	<b>17,623</b>	<b>17,623</b>	
<b>REPLACEMENT / REHABILITATION CAPITAL</b>														
<b>Replacement Vehicles</b>														
New Conventional Bus Replacement	-	-	17	10,030	16	9,440	13	7,670	15	8,850	76	44,840	137	80,830
Replacement Buses with BRT Buses	-	-	9	5,400	-	-	-	-	-	-	-	-	9	5,400
Mini Bus Replacement	-	-	-	-	-	-	-	-	-	-	5	650	5	650
Specialized Mini Bus Replacement	3	525	4	700	4	700	4	700	4	700	20	3,500	39	6,825
Refurbishing of Buses (Power Train)	-	-	-	1,000	-	1,000	-	1,000	-	1,000	-	5,000	-	9,000
Service Vehicle Replacement	1	35	4	220	1	35	3	125	3	105	10	510	22	1,030
<b>sub-total</b>	<b>4</b>	<b>560</b>	<b>34</b>	<b>17,350</b>	<b>21</b>	<b>11,175</b>	<b>20</b>	<b>9,495</b>	<b>22</b>	<b>10,655</b>	<b>111</b>	<b>54,500</b>	<b>212</b>	<b>103,735</b>
<b>Replacement Vehicle Outfitting</b>														
PRESTO/INIT MACD- Decommn/install	-	-	26	340	16	209	13	170	15	196	76	995	146	1,911
Bus Re-Branding (BRT to reg conv)	4	229	6	343	-	-	-	-	-	-	-	-	10	572
INIT Decommn/install for Mini Bus	-	-	-	-	-	-	-	-	-	-	5	37	5	37
Supervisor Vehicle GPS	-	-	-	20	-	-	-	-	-	-	-	-	-	20
<b>sub-total</b>	<b>4</b>	<b>229</b>	<b>32</b>	<b>704</b>	<b>16</b>	<b>209</b>	<b>13</b>	<b>170</b>	<b>15</b>	<b>196</b>	<b>81</b>	<b>1,032</b>	<b>161</b>	<b>2,541</b>
<b>FACILITIES REHABILITATION:</b>														
Works	-	137	-	-	-	-	-	-	-	-	-	-	-	137
Raleigh Office Area Demolition and Rebuild	-	-	-	-	-	1,030	-	-	-	-	-	-	-	1,030
Replacement of Bus Wash - Westney	-	-	-	650	-	-	-	-	-	-	-	-	-	650
Maintenance Shop Equipment	-	66	-	-	-	12	-	-	-	-	25	-	-	103
<b>sub-total</b>	<b>-</b>	<b>203</b>	<b>-</b>	<b>650</b>	<b>-</b>	<b>1,042</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>1,920</b>
<b>TOTAL EXPENDITURES</b>	<b>11,280</b>	<b>91,560</b>	<b>25,243</b>	<b>19,451</b>	<b>50,918</b>	<b>148,527</b>	<b>346,978</b>							
<b>FINANCING</b>														
<b>REGULAR CAPITAL PROGRAM</b>														
Property Taxes	1,184	23,152	9,011	1,197	4,173	17,872	56,589							
Development Charges-Residential	2,635	31,185	5,249	4,024	14,009	40,783	97,884							
Development Charges-Non Residential	1,184	14,011	2,358	1,808	6,294	18,323	43,977							
Ontario Gas Tax Revenue	6,277	7,052	8,625	12,423	12,323	59,613	106,312							
Debentures	-	16,160	-	-	5,120	11,936	33,216							
Other	-	-	-	-	9,000	-	9,000							
<b>TOTAL FINANCING</b>	<b>11,280</b>	<b>91,560</b>	<b>25,243</b>	<b>19,451</b>	<b>50,918</b>	<b>148,527</b>	<b>346,978</b>							

<sup>1</sup> Note: Subject to review

\* Columns and rows may not add due to rounding

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## 2019 Business Plan

Durham Regional Local  
Housing Corporation

### Major Services & Activities

#### Public Housing

- ◆ Provide effective property management services for 1,275 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

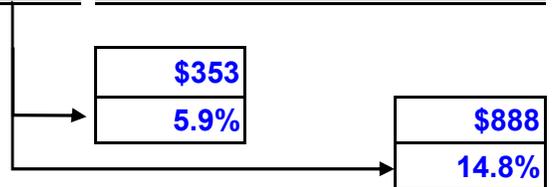


# 2019 Business Plan

# Durham Regional Local Housing Corporation

BY PROGRAM	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Public Housing	6,169	3,845	4,198	-	4,198
2 Affordable Housing	6	6	6	-	6
<b>Operating Subtotal</b>	6,175	3,851	4,204	-	4,204
<b>Tangible Capital Assets:</b>					
3 Replacement	5,905	5,459	2,140	580	2,720
3 Provincial / Federal funding (SHAIP)	(3,765)	(3,319)	-	-	-
3 AHP Capital Reserve Funding	-	-	-	(45)	(45)
<b>Tangible Capital Assets Subtotal</b>	2,140	2,140	2,140	535	2,675
<b>Total Program Expenses</b>	<b>8,315</b>	<b>5,991</b>	<b>6,344</b>	<b>535</b>	<b>6,879</b>

### Summary of Increase



### Summary of Budget Changes

	\$	Comments
Purchased Services from Durham Region	88	Economic increases
Operating Expenses	190	Inflationary increases
Rental Revenue	75	Reduction
	<b>353</b>	

# EXPLANATION OF PROGRAM CHANGES



## 2019 Program Changes

## Durham Regional Local Housing Corporation

(\$,000's)

### Tangible Capital Assets

- ◆ Increase in Tangible Capital Assets - Replacement (Refer to Schedule) 580
- ◆ Affordable Housing Program (AHP) Capital Reserve Funding (45)

**Total Program Changes** 535

# PROGRAM 1 PUBLIC HOUSING



## 2019 Program Detail

## Durham Regional Local Housing Corporation

### Purpose:

- ◆ To provide effective property management services for the Durham Regional Local Housing Corporation (DRLHC) public housing stock.

### Description of Program Activities:

- ◆ Property Management Services include preventative and restorative property maintenance, capital planning and asset management.
- ◆ Rent Geared-to-Income (RGI) program delivery includes tenant selection and placement, income verification, rent calculation and collection.
- ◆ DRLHC properties provide a total of 1,292 units, of which 1,275 social housing units are part of the Region's RGI Service Level Standard, 17 units are Affordable Housing and 3 units are used by Community Care Durham. These units are located as follows:

<u>AREA MUNICIPALITY</u>	<u>ADDRESS</u>	<u>TENANT CATEGORY</u>	<u>SOCIAL HOUSING UNITS</u>	<u>TOTAL UNITS</u>	
Ajax	655 Harwood Avenue South	Senior	129	129	*
Brock	103 Cameron Street West	Senior	26	26	
	342 Main Street	Senior	32	32	
Clarington	2 Nelson Street East	Senior	21	21	
	4 Nelson Street East	Senior	14	14	
Oshawa	Christine/Normandy/Nevis	Family	42	42	
	Lomond Street	Family	18	18	
	439 Dean Avenue	Senior	51	51	
	155 King Street East	Senior	165	165	*
	Cedar/Carlton/Wasaga	Family	34	34	
	Linden/Poplar	Family	32	32	
	Malaga Road	Family	65	65	
Oshawa	460 Normandy	Senior	30	30	
	Birchcliffe/Lakeview/Ritson	Family	173	185	**
	385 Beatrice Street East	Senior	50	50	
Pickering	1910 Faylee Crescent	Senior	36	36	
	1330 Foxglove Avenue	Senior	36	36	
Scugog	327 Kellet Street	Senior	30	30	
	385 Rosa Street	Senior	38	38	
Uxbridge	20 Perry Street	Senior	51	56	**
Whitby	850 Green Street South	Senior	81	81	
	409 Centre Street South	Senior	16	16	
	315 Colborne Street West	Senior	105	105	*
			1,275	1,292	

\* Site includes 1 of 3 units used by Community Care Durham.

\*\* Includes 12 units in Oshawa and 5 units in Uxbridge constructed and operated under the Affordable Housing Program.



**2019 Program Detail**

**Durham Regional Local  
Housing Corporation**

**Description of Program Resources:**

- ◆ Property Management and Administrative Services are provided by the staff of the Social Services, Finance and Works Departments of the Region of Durham and are charged to the program under a Service Agreement as follows:

	<u>2018</u>	<u>2019</u>
Social Services - Housing Services	25	25
Finance - Financial Housing Services	5	5
Works - Facilities Management	1	1
<b>Total</b>	<b><u>31</u></b>	<b><u>31</u></b>

**Performance Measurements:**

- ◆ Property Management Operating Cost Per Unit
- ◆ Monthly Arrears as a Percentage of Revenue
- ◆ Average Length of Vacancy on Unit Turnover

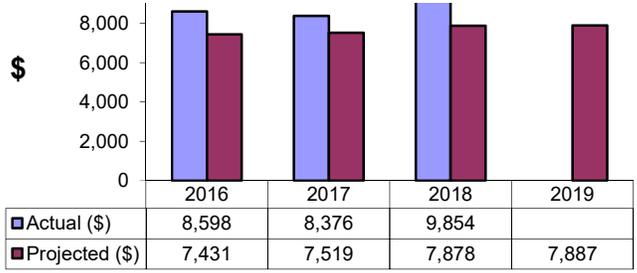


**2019 Program Detail**

**Durham Regional Local  
Housing Corporation**

**Performance Data:**

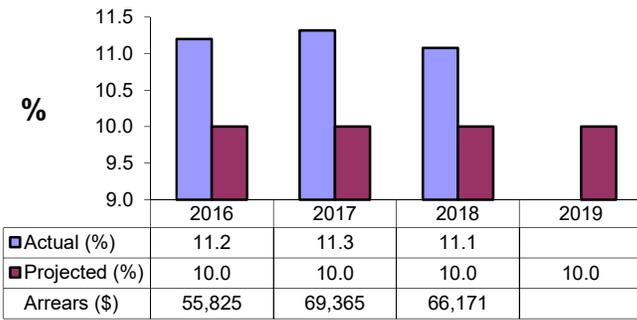
**EFFECTIVENESS**



**Property Management Operating Cost Per Unit**

Rising operating costs reflect increased maintenance cost of aging buildings.

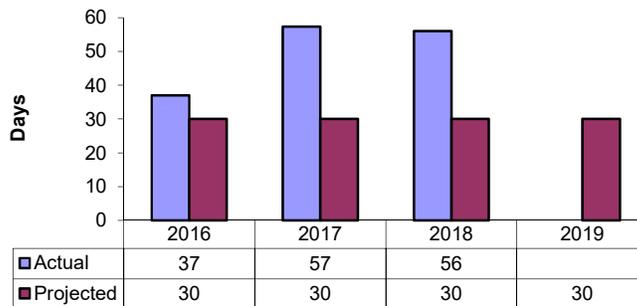
**EFFICIENCY**



**Monthly Arrears as a Percentage of Revenues**

Month-end rent charges due as a percentage of monthly revenues.

**COMMUNITY IMPACT**



**Average Length of Vacancy on Unit Turnover**

Number of days a vacant unit remains unfilled due to unit repairs. On average approximately 105 senior units and 38 family units turn over per year.

**PROGRAM 1  
PUBLIC HOUSING**



**2019 Program Detail**

**Durham Regional Local  
Housing Corporation**

Detailed Cost of Program: (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Purchased Services from Durham Region	3,185	3,185	3,272	-	3,272
Property Maintenance	2,239	1,357	1,275	-	1,275
Grounds Maintenance	1,243	459	349	-	349
Communication	59	89	61	-	61
Professional Services	43	46	43	-	43
Miscellaneous Services	-	10	10	-	10
Computer Maintenance & Operations	12	17	17	-	17
Insurance	216	216	224	-	224
Bad Debts	24	40	40	-	40
Property Tax	2,427	2,445	2,521	-	2,521
Utilities					
Electricity	902	1,014	1,037	-	1,037
Fuel	629	657	677	-	677
Water	522	508	524	-	524
Major Repairs & Renovations	1,809	1,077	1,346	-	1,346
<b>Gross Expenses</b>	<b>13,310</b>	<b>11,120</b>	<b>11,396</b>	<b>-</b>	<b>11,396</b>
Rental Revenue	(6,958)	(7,105)	(7,028)	-	(7,028)
Sundry Revenue	(183)	(170)	(170)	-	(170)
<b>Total Revenue</b>	<b>(7,141)</b>	<b>(7,275)</b>	<b>(7,198)</b>	<b>-</b>	<b>(7,198)</b>
<b>Net Program Expense</b>	<b>6,169</b>	<b>3,845</b>	<b>4,198</b>	<b>-</b>	<b>4,198</b>

**PROGRAM 1  
PUBLIC HOUSING**



**2019 Program Detail  
Major Repairs and Renovations**

**Durham Regional Local  
Housing Corporation**

Item No.	Description	Total
		(\$,000's)
1	Unit Modification for Accessibility (requirements as per AODA legislation)	80
2	Asbestos Abatement	200
3	Hardscape / Landscape (driveways, parking lots, retaining walls)	100
4	Building Envelope (caulking, exterior walls)	50
5	Security Systems	70
6	Elevator Repairs	43
7	Common Area Rehabilitation	225
8	Move Out Repairs - Multiple Locations	
	Unit Flooring	225
	Bathroom Replacements	128
	Kitchen Cabinets	225
	Total	1,346



## **2019 Program Detail**

## **Durham Regional Local Housing Corporation**

### **Purpose:**

- ◆ To provide property management services for 5 affordable housing units for seniors at the Perry Street location in Uxbridge and 12 affordable housing units for singles at the Lakeview location in Oshawa. These units are in addition to the RGI public housing units at these sites. Partial funding for program costs is provided through the Strong Communities Rent Supplement Program, which tops up the rents paid by assisted households.

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

- ◆ This is an additional program that does not contribute to attainment of the Region's legislated service level standard. Program activities include:
  - ◆ Selecting eligible targeted applicants from the Centralized Wait List to fill vacant units
  - ◆ Verifying initial, ongoing and annual eligibility of selected households
  - ◆ Determining the amount of rent to be paid by households based on their income
  - ◆ Maintenance of a capital reserve to cover lifecycle replacement costs

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

- ◆ Administrative Staff are provided by the Region of Durham and costs are allocated to the program.

**PROGRAM 2  
AFFORDABLE HOUSING**



**2019 Program Detail**

**Durham Regional Local  
Housing Corporation**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actual</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
Purchased Services Agreement with Region	52	52	53	-	53
Property Maintenance	56	56	58	-	58
Grounds Maintenance	20	20	21	-	21
Property Taxes	23	23	21	-	21
Utilities				-	
Electricity	17	17	17	-	17
Fuel	8	8	8	-	8
Water	8	8	8	-	8
Capital Reserve	8	8	8	-	8
<b>Gross Expenses</b>	<b>192</b>	<b>192</b>	<b>194</b>	<b>-</b>	<b>194</b>
Rent Revenue	(186)	(186)	(188)	-	(188)
<b>Total Revenue</b>	<b>(186)</b>	<b>(186)</b>	<b>(188)</b>	<b>-</b>	<b>(188)</b>
<b>Net Program Expense</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>6</b>

**PROGRAM 3**  
**TANGIBLE CAPITAL ASSETS - REPLACEMENT**



**2019 Program Detail**

**Durham Regional Local  
Housing Corporation**

Item No.	Description	Gross Cost	Reserve Funding	Net Cost
		(\$,000's)	(\$,000's)	(\$,000's)
1	Malaga - Sanitary Sewer & Foundation (3 units)	60	-	60
2	850 Green - Domestic Water Service	689	-	689
3	1910 Faylee - Make-up Air Unit	249	-	249
4	460 Normandy - Fire Alarm Control Panel	90	-	90
5	850 Green - Make-up Air Unit	251	-	251
6	655 Harwood - Elevator Drive	16	-	16
7	1330 Foxglove - Domestic Water Service	322	-	322
8	315 Colborne - Make-up Air Units	364	-	364
9	655 Harwood - Domestic Hot Water Boiler	145	-	145
10	2 & 4 Nelson - Domestic Water Service	311	-	311
11	1529 Ritson (Affordable Housing Building) - Roof	45	(45)	-
12	315 Colborne - Emergency Lighting	25	-	25
13	Interior Lighting Upgrades 1910 Faylee - \$9,600 20 Perry - \$17,000 342 Main - \$11,000	38	-	38
14	315 Colborne - Elevator Door Operator & Drive	55	-	55
15	409 Centre - Storage Shed	10	-	10
16	Service Vehicle	50	-	50
<b>Tangible Capital Assets Total</b>		2,720	(45)	2,675

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## PROGRAM SUMMARY



### 2019 Business Plan

### Provincial Download Services

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Social and Affordable Housing:</b>					
1 Provider Payments	32,478	31,253	34,570	-	34,570
2 Commercial Rent Supplement	2,825	2,861	2,863	-	2,863
3 Durham Region Rent Supplement	72	250	250	-	250
4 Strong Communities Rent Supplement	-	-	-	-	-
5 Capital Provision	1,450	1,450	1,450	-	1,450
6 Technical Audits	106	106	106	-	106
Subtotal	36,931	35,920	39,239	-	39,239
7 Rent Supplement Direct Delivery	-	-	-	-	-
8 Rent Supplement and Housing Allowance Shared Delivery	-	-	-	-	-
9 Social Housing Apartment Improvement Program (SHAIP)	-	-	-	-	-
10 Rental Housing	-	-	-	-	-
11 Home Ownership	-	-	-	-	-
Subtotal	-	-	-	-	-
<b>Social and Affordable Housing Total</b>	<b>36,931</b>	<b>35,920</b>	<b>39,239</b>	<b>-</b>	<b>39,239</b>
<b>Other Services:</b>					
12 Property Assessment	8,503	8,503	8,761	-	8,761
13 Transit (GO)	3,580	3,580	3,580	-	3,580
14 Municipal Performance Measurement Program	149	150	152	-	152
<b>Other Services Total</b>	<b>12,232</b>	<b>12,233</b>	<b>12,493</b>	<b>-</b>	<b>12,493</b>
<b>Net Program Expenses</b>	<b>49,163</b>	<b>48,153</b>	<b>51,732</b>	<b>-</b>	<b>51,732</b>

### Summary of Increase (Decrease)

\$3,579	7.43%	\$3,579
7.43%		7.43%

## PROGRAM SUMMARY



### 2019 Business Plan

### Provincial Download Services

#### Summary of Base Budget Changes

	\$	Comments
Social Housing Provider Payments & Related Costs	3,319	Provincially prescribed
Property Assessment	258	Inflationary increase
Performance Measurement	2	Inflationary increase
	<u>3,579</u>	

# PROGRAM 1 PROVIDER PAYMENTS



## 2019 Program Detail

## Provincial Download Services

### Purpose:

- ◆ To ensure the annual operating and rent-geared-to-income subsidy funding as required under the legislation and various operating agreements is provided on a monthly basis to the 44 social housing providers under the administration of the Region.

### Description of Program Activities:

- ◆ Mortgage renewals, updates and revised subsidy estimate calculations.
- ◆ Review and approval of Annual Subsidy Estimate submission requests to ensure adherence to legislation, operating agreements and the legislated service level standards.
- ◆ Annual subsidy settlement and reconciliation through the submission of the Housing Provider Audited Financial Statements and Annual Information Returns, ensuring compliance with financial policies.
- ◆ Prepare monthly housing provider subsidy payment.
- ◆ Annual settlement of rent-geared-to-income subsidy reconciliations for Federal and former Federal housing providers.

### Description of Program Resources:

- ◆ Administrative staff are provided by the Financial Housing Services section of the Finance Department.

**PROGRAM 1  
PROVIDER PAYMENTS**



**2019 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	36,102	36,316	38,957	-	38,957
Federal Debentures	1,380	1,380	1,163	-	1,163
Contribution to Reserve and Reserve Funds	472	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>37,954</b>	<b>37,696</b>	<b>40,120</b>	<b>-</b>	<b>40,120</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	3,279	3,267	3,355	-	3,355
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>3,279</b>	<b>3,267</b>	<b>3,355</b>	<b>-</b>	<b>3,355</b>
<b>Tangible Capital Assets</b>					
Replacement	955	-	-	-	-
<b>Total Tangible Capital Assets</b>	<b>955</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>42,188</b>	<b>40,963</b>	<b>43,475</b>	<b>-</b>	<b>43,475</b>
<b>Revenues</b>					
Federal Subsidy	(9,710)	(9,710)	(8,905)	-	(8,905)
<b>Total Revenues</b>	<b>(9,710)</b>	<b>(9,710)</b>	<b>(8,905)</b>	<b>-</b>	<b>(8,905)</b>
<b>Net Program Expenses</b>	<b>32,478</b>	<b>31,253</b>	<b>34,570</b>	<b>-</b>	<b>34,570</b>

## PROGRAM 2 COMMERCIAL RENT SUPPLEMENT



### 2019 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ To administer units (currently 330) under the Commercial Rent Supplement Program, which provides rent-geared-to-income subsidy to tenants in private market rental properties and assists in attaining the legislated service level standard for rent-geared-to-income units required under the Housing Services Act.

#### Description of Program Activities:

- ◆ This is a Provincial downloaded program which requires:
  - ◆ Renewing rent supplement agreements with existing landlords upon expiry where desirable, and if not, limiting time lost between termination and reassignment of units in order to assist in attainment of legislated service level standards.
  - ◆ Negotiating / renegotiating market rents with private landlords for new agreements as required, while ensuring guaranteed rents match, or are less than, market rents in the same and similar buildings.
  - ◆ Inspecting properties under new and existing rent supplement agreements.
  - ◆ Selecting applicants from the Centralized Waiting List to fill vacant units as quickly as possible.
  - ◆ Calculating geared-to-income rents.

#### Description of Program Resources:

- ◆ Administrative staff are provided by the Housing Services Division of the Social Services Department.

**PROGRAM 2  
COMMERCIAL RENT SUPPLEMENT**



**2019 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	2,696	2,731	2,731	-	2,731
<b>Operating Expenses Subtotal</b>	<b>2,696</b>	<b>2,731</b>	<b>2,731</b>	<b>-</b>	<b>2,731</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	129	130	132	-	132
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>129</b>	<b>130</b>	<b>132</b>	<b>-</b>	<b>132</b>
<b>Net Program Expenses</b>	<b>2,825</b>	<b>2,861</b>	<b>2,863</b>	<b>-</b>	<b>2,863</b>

## PROGRAM 3 DURHAM REGION RENT SUPPLEMENT



### 2019 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ To administer non-service level units (approximately 30) under the Durham Region Rent Supplement Program, which provides rent-geared-to-income subsidy to tenants in private market rental properties. These units are not part of the legislated service level standard.

#### Description of Program Activities:

- ◆ This is a Regional program which requires:
  - ◆ Renewing rent supplement agreements with existing landlords upon expiry where desirable, and if not, limiting time lost between termination and reassignment of units in order to assist in attainment of increasing housing in the community.
  - ◆ Negotiating / renegotiating market rents with private landlords for new agreements as required, while ensuring guaranteed rents match, or are less than, market rents in the same and similar buildings.
  - ◆ Inspecting properties under new and existing rent supplement agreements.
  - ◆ Selecting applicants from the Centralized Waiting List to fill vacant units as quickly as possible.
  - ◆ Calculating geared-to-income rents.

#### Description of Program Resources:

- ◆ Administrative staff are provided by the Housing Services Division of the Social Services Department.

**PROGRAM 3  
DURHAM REGION RENT SUPPLEMENT**



**2019 Program Detail**

**Provincial Download  
Services**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Outside Agency Expenses	72	250	250	-	250
<b>Net Program Expenses</b>	<b>72</b>	<b>250</b>	<b>250</b>	<b>-</b>	<b>250</b>

## PROGRAM 4 STRONG COMMUNITIES RENT SUPPLEMENT



[2019 Program Detail](#)

[Provincial Download Services](#)

### Purpose:

- ◆ To ensure that the Federal flow-through annual block funding for rent supplements of \$1.4 million is expended in the current year. This equates to approximately 128 units under the regular Strong Communities Rent Supplement Program (SCRS) and 36 units currently under agreement through Provincially funded support agencies in the Region of Durham. This program provides rent-gear-to-income subsidy to tenants in private market and non-profit rental properties.
- ◆ This is an additional program which does not contribute to the attainment of the Region's legislated Service Level Standard. Effective October 1, 2004, the Province commenced 100% Federal flow-through block funding for this program to the maximum capped amount. A reduction in the number of households that can be served results when market rates and/or unit subsidies increase.
- ◆ All funding for this program will terminate on March 31, 2023.
- ◆ Five units of the regular SCRS program have been designated for the Affordable Housing program at the DRLHC's Perry Street property in Uxbridge, and 12 have been designated for the Affordable Housing program at the DRLHC's Lakeview property in Oshawa.

### Description of Program Activities:

- ◆ Renewing rent supplement agreements with existing landlords, and service agencies, where applicable, upon expiry when desirable, or reassigning terminated units.
- ◆ Negotiating/renegotiating market rents with private landlords for new agreements as required, while ensuring guaranteed rents match, or are less than, market rents in the same and similar buildings.
- ◆ Inspecting properties under new and existing rent supplement agreements.
- ◆ Selecting applicants from the Centralized Wait List or service provider wait list (where applicable) to fill vacant units.
- ◆ Calculating geared-to-income rents.
- ◆ Ensuring cost of program does not exceed annual funding - no Regional funding is invested, and 95% threshold target is met. If program costs fall below 95% of funding provided, the Province will recover the unexpended funds.

### Description of Program Resources:

- ◆ Administrative staff are provided by the Housing Services Division of the Social Services Department.

**PROGRAM 4  
STRONG COMMUNITIES RENT SUPPLEMENT**



**2019 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	1,225	1,344	1,344	-	1,344
<b>Operating Expenses Subtotal</b>	<b>1,225</b>	<b>1,344</b>	<b>1,344</b>	<b>-</b>	<b>1,344</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	95	95	95	-	95
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>-</b>	<b>95</b>
<b>Total Expenses</b>	<b>1,320</b>	<b>1,439</b>	<b>1,439</b>	<b>-</b>	<b>1,439</b>
<b>Revenues</b>					
Provincial Subsidy	(1,320)	(1,439)	(1,439)	-	(1,439)
<b>Total Revenues</b>	<b>(1,320)</b>	<b>(1,439)</b>	<b>(1,439)</b>	<b>-</b>	<b>(1,439)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 5  
CAPITAL PROVISION**



**2019 Program Detail**

**Provincial Download  
Services**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Contribution to Reserve and Reserve Funds	1,450	1,450	1,450	-	1,450
<b>Net Program Expenses</b>	<b>1,450</b>	<b>1,450</b>	<b>1,450</b>	<b>-</b>	<b>1,450</b>



**2019 Program Detail**

**Provincial Download Services**

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<b>Operating Expenses</b>					
Contribution to Reserve and Reserve Funds	106	106	106	-	106
<b>Net Program Expenses</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>-</b>	<b>106</b>

## PROGRAM 7 RENT SUPPLEMENT DIRECT DELIVERY



[2019 Program Detail](#)

[Provincial Download Services](#)

### Purpose:

- ◆ The Rent Supplement Component of the Investment in Affordable Housing (IAH) for Ontario program has been designed to help address affordability issues of households in modest rental units across the province. Municipal Service Managers (SM) can choose to deliver the component for four years, or extend it for up to 10 years, but no later than March 31, 2024.
- ◆ A “rent supplement” is a subsidy paid to the landlord on behalf of a household in need of rental assistance. It is meant to help bridge the difference between the rent that a household can afford to pay and the actual market rent of a modest unit.

### Description of Program Activities:

- ◆ Through direct delivery, the Region will enter into agreements with participating private and non-profit landlords to fund eligible applicants, reducing the applicant's monthly housing charge during the benefit period in the range of \$200 to \$500 per month.
- ◆ The program targets those applicants on the waiting list paying market rent and who are likely to be accommodated in RGI housing within the benefit period.
- ◆ Given that waiting periods for RGI assistance for persons 60 years of age and over are approximately three years and up to five years for families, the direct delivery program will focus on seniors and families.
- ◆ The program does not provide a rent-geared-to-income (RGI) subsidy. Participating households maintain their place on the Social Housing waiting list during the benefit period. Eligibility ceases once the household receives RGI assistance or is deemed no longer eligible for assistance by program staff.

**PROGRAM 7  
RENT SUPPLEMENT DIRECT DELIVERY**



**2019 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	1,041	1,184	1,033	-	1,033
<b>Total Expenses</b>	<b>1,041</b>	<b>1,184</b>	<b>1,033</b>	<b>-</b>	<b>1,033</b>
<b>Revenues</b>					
Provincial Subsidy	(1,041)	(1,184)	(1,033)	-	(1,033)
<b>Total Revenues</b>	<b>(1,041)</b>	<b>(1,184)</b>	<b>(1,033)</b>	<b>-</b>	<b>(1,033)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# PROGRAM 8 RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY



## 2019 Program Detail

## Provincial Download Services

### Purpose:

- ◆ The Rent Supplement and Housing Allowance components of the Investment in Affordable Housing (IAH) for Ontario program helps address affordability issues of households residing in modest rental units. Municipal Service Managers (SM) can choose to deliver the component for four years or extend it for up to 10 years, but funds can only flow until March 31, 2024.
- ◆ Under this program, a "rent supplement" is a flat rate subsidy paid to the landlord on behalf of a household in need of rental assistance. To distinguish this temporary program from existing on-going rent supplement programs, it is referred to as the "Durham Housing Benefit".
- ◆ Under this program, a "housing allowance" is a flat rate subsidy paid to a tenant in need of rental assistance. Both benefits are meant to help reduce the gap between the rent that a household can afford to pay and the actual market rent of a modest unit.
- ◆ SMs can choose to enter into a Shared Delivery arrangement with the Ministry for Finance (MOF) for the housing allowance component. In this delivery model, MOF administers the monthly payments directly to eligible households referred to the program by the SM.
- ◆ Program funds for this delivery model are retained by the Province and are redirected to the MOF for program administration. MOF has committed to processing Housing Allowance payments to eligible households for the period of July 1, 2015 to June 30, 2020.

### Description of Program Activities:

- ◆ Through the shared delivery model, a portion of the Rent Supplement funding is flowed to social service agencies providing emergency, supportive, and/or transitional housing who provide benefits in the range of \$200 to \$500 per month. These agencies act as delivery agents for the purposes of the IAH - 2014 Extension Rent Supplement program. The IAH funds provide a housing benefit to social housing waiting list applicants eligible for or support by the participating agencies.
- ◆ Currently, eight transitional, emergency and supportive housing agencies deliver the Durham Housing Benefit:
  - Canadian Mental Health Association Durham,
  - Cornerstone Community Association Durham Inc.,
  - Denise House - Sedna Women's Shelter & Support Services Inc.,
  - Durham Mental Health Services,
  - North House Transitional Housing,
  - Community Living Durham,
  - Boys and Girls Club, and
  - John Howard Society
- ◆ All of these agencies currently deliver rent supplement and/or supported rental programs and are able to undertake the necessary accountability and reporting obligations that are set out in an administration agreement with the Region of Durham.
- ◆ This program does not provide rent geared-to-income (RGI) subsidy.

**PROGRAM 8**  
**RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY**



**2019 Program Detail**

**Provincial Download Services**

**Summary by Expense Type**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	853	1,761	1,308	-	1,308
<b>Total Expenses</b>	<b>853</b>	<b>1,761</b>	<b>1,308</b>	<b>-</b>	<b>1,308</b>
<b>Revenues</b>					
Provincial Subsidy	(853)	(1,761)	(1,308)	-	(1,308)
<b>Total Revenues</b>	<b>(853)</b>	<b>(1,761)</b>	<b>(1,308)</b>	<b>-</b>	<b>(1,308)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**PROGRAM 8**  
**RENT SUPPLEMENT AND HOUSING ALLOWANCE SHARED DELIVERY**



**2019 Program Detail**

**Provincial Download  
Services**

**Summary by Program Type**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
Rent Supplement	853	923	845	-	845
Housing Allowance	-	838	463	-	463
<b>Gross Expenses</b>	<b>853</b>	<b>1,761</b>	<b>1,308</b>	<b>-</b>	<b>1,308</b>
Rent Supplement	(853)	(923)	(845)	-	(845)
Housing Allowance	-	(838)	(463)	-	(463)
<b>Revenue &amp; Recoveries</b>	<b>(853)</b>	<b>(1,761)</b>	<b>(1,308)</b>	<b>-</b>	<b>(1,308)</b>
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## PROGRAM 9 SOCIAL HOUSING APARTMENT IMPROVEMENT PROGRAM (SHAIP)



[2019 Program Detail](#)

[Provincial Download Services](#)

### **Purpose:**

- ◆ The Social Housing Apartment Improvement Program (SHAIP) is funding for repairs and retrofits to social housing across the province in order to improve living conditions and fight climate change. This investment is part of Ontario's Climate Change Action Plan and is funded by proceeds from the province's cap and trade carbon market. By law, these funds must be invested in programs that reduce greenhouse gas emissions and save money on energy costs.
- ◆ Eligible activities under SHAIP are subject to restrictions:
  - ◆ Year 1 funding was restricted to apartment buildings of 150 units,
  - ◆ Years 2 to 4 funding was restricted to apartments of 100 units or more.
- ◆ Years 2 to 4 SHAIP was discontinued by the Provincial government in 2018.
- ◆ All Year 1 program activities must be completed by March 31, 2020 in order to receive their full funding allocation. The Region anticipates complying with these requirements.

**PROGRAM 9**  
**SOCIAL HOUSING APARTMENT IMPROVEMENT PROGRAM (SHAIP)**



**2019 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	20	3,320	-	-	-
<b>Total Expenses</b>	<b>20</b>	<b>3,320</b>	-	-	-
<b>Revenues</b>					
Provincial Subsidy	(20)	(3,320)	-	-	-
<b>Total Revenues</b>	<b>(20)</b>	<b>(3,320)</b>	-	-	-
<b>Net Program Expenses</b>	-	-	-	-	-

## PROGRAM 10 RENTAL HOUSING



### 2019 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ The Rental Housing component of the Investment in Affordable Housing (IAH) for Ontario program and the Rental Housing component of the Investment in Affordable Housing-Social Infrastructure Fund (IAH-SIF) for Ontario program, aims to provide capital funding of up to \$150,000 per unit to develop new affordable rental housing units.

#### Description of Program Activities:

- ◆ The Region will solicit through the RFP process proposals for the development and construction of affordable rental housing.
- ◆ Funds will be flowed to approved proponents, based upon the completion of specific and measureable construction milestones. Proponents are encouraged to utilize local incentives but it should be noted that no Regional funds are being used in the program.
- ◆ Funding for Rental Housing is provided as a twenty year forgivable capital loan during the development and construction phase of the project. Service Managers must ensure that a project is financially viable from a construction cost and ongoing operating context.
- ◆ Program requirements mandate that the Region ensure that municipal property taxes for approved multi-residential developments be equivalent to the single residential rate over the life of the program (minimum of 20 years).
- ◆ The Service Manager is required to indemnify the ministry from all claims and damages in connection with this program.
- ◆ Over the twenty year duration of this program, the Service Manager must inform Ministry staff of the Project's ongoing compliance to program criteria and on-going viability of the Project.

**PROGRAM 10  
RENTAL HOUSING**



**2019 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Restated Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	7,741	7,148	-	-	-
Professional Services	20	-	-	-	-
<b>Total Expenses</b>	<b>7,761</b>	<b>7,148</b>	-	-	-
<b>Revenues</b>					
Provincial Subsidy	(7,761)	(7,148)	-	-	-
<b>Total Revenues</b>	<b>(7,761)</b>	<b>(7,148)</b>	-	-	-
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	-	-	-

## PROGRAM 11 HOME OWNERSHIP



### 2019 Program Detail

### Provincial Download Services

#### Purpose:

- ◆ The Home Ownership component, of the Investment in Affordable Housing-Social Infrastructure Fund (IAH-SIF) for Ontario program aims to assist low-to-moderate-income renter households to purchase affordable homes by providing down payment assistance in the form of a forgivable loan.
- ◆ Specific objectives are to:
  - Ease the demand for rental housing by assisting renter households to purchase affordable homes
  - Provide renter households with an opportunity to move to home ownership

#### Description of Program Activities:

- ◆ Regional Council has endorsed Habitat for Humanity Durham (HHD) as the delivery agent for the Home Ownership component of the IAH and IAH-SIF programs (refer Report # 2012-J-23, Report # 2015-J-13 and Report # 2017-COW-257). It should be noted that no Regional funds are being used for the provision of down payment assistance.

**PROGRAM 11  
HOME OWNERSHIP**



**2019 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b> (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Outside Agency Expenses	100	100	-	-	-
<b>Total Expenses</b>	<b>100</b>	<b>100</b>	-	-	-
<b>Revenues</b>					
Provincial Subsidy	(100)	(100)	-	-	-
<b>Total Revenues</b>	<b>(100)</b>	<b>(100)</b>	-	-	-
<b>Net Program Expenses</b>	<b>-</b>	<b>-</b>	-	-	-

**PROGRAM 12  
PROPERTY ASSESSMENT**



**2019 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Professional Services	8,503	8,503	8,761	-	8,761
<b>Net Program Expenses</b>	<b>8,503</b>	<b>8,503</b>	<b>8,761</b>	<b>-</b>	<b>8,761</b>



**2019 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>  (\$,000's)	<b>2018</b>		<b>2019</b>		
	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Tangible Capital Assets</b>					
Capital Fund Contribution	3,580	3,580	3,580	-	3,580
<b>Total Tangible Capital Assets</b>	<b>3,580</b>	<b>3,580</b>	<b>3,580</b>	<b>-</b>	<b>3,580</b>
<b>Net Program Expenses</b>	<b>3,580</b>	<b>3,580</b>	<b>3,580</b>	<b>-</b>	<b>3,580</b>

**PROGRAM 14**  
**MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM**



**2019 Program Detail**

**Provincial Download  
Services**

<b>Detailed Cost of Program:</b>	<b>2018</b>		<b>2019</b>		
(\$,000's)	<b>Estimated Actuals</b>	<b>Approved Budget</b>	<b>Base Budget</b>	<b>Program Change</b>	<b>Approved Budget</b>
<b>Operating Expenses</b>					
Materials & Services	28	29	29	-	29
<b>Operating Expenses Subtotal</b>	<b>28</b>	<b>29</b>	<b>29</b>	<b>-</b>	<b>29</b>
<b>Inter-Departmental Transfers &amp; Recoveries</b>					
Inter-Departmental Charges	121	121	123	-	123
<b>Inter-Departmental Transfers &amp; Recoveries Subtotal</b>	<b>121</b>	<b>121</b>	<b>123</b>	<b>-</b>	<b>123</b>
<b>Net Program Expenses</b>	<b>149</b>	<b>150</b>	<b>152</b>	<b>-</b>	<b>152</b>



# **REGIONAL MUNICIPALITY OF DURHAM**

## **LISTING OF FEES AND CHARGES**

**2019**

**March 2019**

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## **LISTING OF FEES AND CHARGES - 2019**

The following is a complete listing of Fees and Charges for The Regional Municipality of Durham for the various service areas throughout the Region. The Council approved listing is also available on the Region's web-site at [www.durham.ca](http://www.durham.ca). The Finance Department will update the web-site version of the attached listings periodically throughout the year. The public is encouraged to contact the applicable department to verify the correct fee and/or charge before application. Please contact the Corporate Services Department – Legislative Services at (905) 668-7711 or 1-800-372-1102 for the telephone number of the applicable department.



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**The Regional Municipality of Durham - 2019 Fees and Charges  
CORPORATE SERVICES DEPARTMENT – LEGAL SERVICES**

**Legal Services Program Fees**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Agreements prepared pursuant to Land Division Committee decision	\$450.00	N	D		
Servicing Agreements	\$1,125.00	N	D		Report 2007-J-39
Subdivision Agreement	\$2,125.00	N	D		Report 2007-J-39
Releases of agreements, easements, etc. (Registration costs extra)	\$140.00	Y	D	January 1, 2014	
Letters of Compliance with agreements	\$80.00	N	D	January 1, 2014	
Rush Letters of Compliance (24 hour turn around)	\$160.00	N	D	January 1, 2014	

**The Regional Municipality of Durham - 2019 Fees and Charges  
CORPORATE SERVICES DEPARTMENT – LEGISLATIVE SERVICES**

**Administrative and Related Fees**

Description	Specific Documents	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Photocopies		/page	\$0.68	Y	I/D *	July 1, 2008	By-law 41-2008
Faxed Material	Charge is for providing the service and transmittal costs	/page	\$0.68	Y	I/D *	July 1, 2008	By-law 41-2008
Certification	Fee for certification of any record or document	/certification	\$10.00	Y	I/D	July 1, 2008	By-law 41-2008
Documents	Budget - Consolidated Current and Capital	/document	\$25.00	Y	I/D	July 1, 2008	By-law 41-2008
	Council Rules of Procedure - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 41-2008
	Development Charge Background Study	/document	\$25.00	Y	I/D	July 1, 2008	By-law 41-2008
	Traffic By-law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 41-2008
	Sewer Use By-law - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 41-2008
	Water and Sewer By-laws - Office Consolidation	/document	\$20.00	Y	I/D	July 1, 2008	By-law 41-2008
Regional Official Plan	Office Consolidation - Text and Maps	/set	\$60.00	Y	D	July 1, 2008	By-law 41-2008
	Office Consolidation - In an Electronic Format (CD) Maps Available at the Planning Department (see Planning)	/disk	\$25.00	Y	D	July 1, 2008	By-law 41-2008
Reports/ Documents	Fee for reports or documents not listed which do not have to be photocopied		Printing Costs + \$10.50 handling & distribution	Y	I/D	July 1, 2008	By-law 41-2008
Electronic Documents	Reports or documents available in an electronic format, such as CD, DVD, thumb drive, or memory stick	/disk	\$25.00	Y	I/D	July 1, 2008	By-law 41-2008

\* An invoice is requisitioned for all transactions over \$5.00 (over 7 pages). There is no charge for transactions under \$5.00 (7 pages free).

**The Regional Municipality of Durham - 2019 Fees and Charges  
CORPORATE SERVICES DEPARTMENT – LEGISLATIVE SERVICES**

**Council and Committee Documents**

Description	Specific Documents	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Calendar of Regional Meetings		Rate/year	\$39.00	Y	D	July 1, 2008	By-law 41-2008
Agendas	Council	Rate/year	\$400.00	Y	D	July 1, 2008	By-law 41-2008
	Finance & Administration Committee	Rate/year	\$350.00	Y	D	July 1, 2008	By-law 41-2008
	Health & Social Services Committee	Rate/year	\$350.00	Y	D	July 1, 2008	By-law 41-2008
	Planning Committee	Rate/year	\$350.00	Y	D	July 1, 2008	By-law 41-2008
	Works Committee	Rate/year	\$350.00	Y	D	July 1, 2008	By-law 41-2008
	Transit Commission and Executive Committee	Rate/year	\$175.00	Y	D	July 1, 2008	By-law 41-2008
	All other agendas	Rate/year	\$175.00	Y	D	July 1, 2008	By-law 41-2008
Minutes	Council	Rate/year	\$175.00	Y	D	July 1, 2008	By-law 41-2008
	Finance & Administration Committee	Rate/year	\$150.00	Y	D	July 1, 2008	By-law 41-2008
	Health & Social Services Committee	Rate/year	\$150.00	Y	D	July 1, 2008	By-law 41-2008
	Planning Committee	Rate/year	\$150.00	Y	D	July 1, 2008	By-law 41-2008
	Works Committee	Rate/year	\$150.00	Y	D	July 1, 2008	By-law 41-2008
	Transit Commission and Executive Committee	Rate/year	\$75.00	Y	D	July 1, 2008	By-law 41-2008
	All other minutes	Rate/year	\$75.00	Y	D	July 1, 2008	By-law 41-2008

Note

- Yearly subscriptions for Council and Committee documents are requested by a reminder letter.

**The Regional Municipality of Durham - 2019 Fees and Charges  
DURHAM REGIONAL POLICE SERVICE**

**Police Fees and Charges**

Item Code	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge \$	Effective Date	Notes / Comments
1	Destruction of Fingerprints	Per Request	\$57.52	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
2	Criminal Information Requests Employment	Per Request	\$48.67	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
3	Criminal Information Requests Volunteer	Per Request	\$17.70	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
3a	RCMP Finger Print Fee	Per Request	\$25.00	N	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
4	Incident Requests Level 1	Per Request	\$30.97	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
5	Incident Requests Level 2	Per Request	\$53.10	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
6	Local Police Records Check process	Per Request	\$88.50	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
7	Field Notes & Sketch Level 2 Investigation	Per Request	\$200.00	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
8	Field Notes & Sketch Level 3/4 Investigation	Per Request	\$300.00	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
9	Reconstruction Report Level 3 Investigation	Per Request	\$800.00	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
10	Reconstruction Report Level 4 Investigation	Per Request	\$1,327.43	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
11	Scale Diagram	Per Request	\$800.00	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
12	Executive Summary Report - Collision	Per Request	\$265.49	Y	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
13	FOI Application Fee	Per Request	\$5.00	N	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
14	FOI Fee Recovery - Documents	Per Page	\$0.20	N	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
15	FOI Fee Recovery - Shipping		Cost Recovery	N	D	N/A	January 1, 2019	DRPS Board By-law 11-2018
16	FOI Fee Recovery - Search Time	Per Hour	\$30.00	N	I/D	N/A	January 1, 2019	DRPS Board By-law 11-2018
17	FOI Fee Recovery - Computer Disc	Per Disc	\$10.00	N	I/D	N/A	January 1, 2019	DRPS Board By-law 11-2018
18	FOI Fee Recovery - Programming	Per Hour	\$60.00	N	I/D	N/A	January 1, 2019	DRPS Board By-law 11-2018
19	FOI Fee Recovery - Video & Audio Tapes	Per Tape	\$10.00	N	I/D	N/A	January 1, 2019	DRPS Board By-law 11-2018

FOI = Freedom of Information

**The Regional Municipality of Durham - 2019 Fees and Charges  
DURHAM REGIONAL POLICE SERVICE**

**Police Fees and Charges (continued)**

Item Code	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge \$	Effective Date	Notes / Comments
20	False Alarm Attendance	Per occurrence	\$175.00	Y	I	N/A	January 1, 2019	DRPS Board By-law 11-2018
21	False Alarm Cancellation	Per occurrence	\$100.00	Y	I	N/A	January 1, 2019	DRPS Board By-law 11-2018
22	False Alarm Attendance - No Service Agreement	Per occurrence	\$175.00	Y	I	N/A	January 1, 2019	DRPS Board By-law 11-2018
23	Additional Disclosure Tapes - Crown Office	Per occurrence	\$8.00	N	I	\$8.00	January 1, 2019	DRPS Board By-law 11-2018
24	Standard Photocopying Charges	Per Page	\$0.25	Y	I	\$0.25	January 1, 2019	DRPS Board By-law 11-2018
25	Incident Photographs on Disc	Per Disc	\$19.47	Y	I	19.47	January 1, 2019	DRPS Board By-law 11-2018
26	Digital/Audio media on disc	Flat Rate	\$42.92	Y	I	\$42.92	January 1, 2019	DRPS Board By-law 11-2018
27	Research and Redaction	Per Hour	\$40.00	Y	I	\$40.00	January 1, 2019	DRPS Board By-law 11-2018
28	Prisoner Escort - charge to Crown Attorney	Per Return	Cost Recovery	N	I	N/A	January 1, 2019	DRPS Board By-law 11-2018
29	Officer Interview - Constable (Overtime rate)	Per Hour	\$104.99	Y	I	N/A	January 1, 2019	DRPS Board By-law 11-2018
30	Officer Interview - Sergeant (Overtime rate)	Per Hour	\$118.23	Y	I	N/A	January 1, 2019	DRPS Board By-law 11-2018
31	Pay Duties - Constable Rate	Per Hour	\$71.00	Y	I	N/A	January 1, 2019	DRPS Board By-law 11-2018
32	Pay Duties - Sergeant Rate	Per Hour	\$80.00	Y	I	N/A	January 1, 2019	DRPS Board By-law 11-2018
33	Pay Duties - Administration Fee		20.00%	Y	I	N/A	January 1, 2019	DRPS Board By-law 11-2018
34	Pay Duties - Vehicle Fee	Hourly	\$38.00	Y	I	\$100.00 (for the first 3 hours)	January 1, 2019	DRPS Board By-law 11-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**DURHAM REGION TRANSIT**

**Conventional Transit Fares**

Grouping	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Adult Fares	Adult Cash Fare	\$3.75	N	D	May 1, 2019	Report 2019-DRT-6
	Adult Monthly Pass <sup>1</sup>	\$117.00	N	D	May 1, 2019	Report 2019-DRT-6
	Adult 10-tickets	\$32.00	N	D	May 1, 2019	Report 2019-DRT-6
	Adult PRESTO E-Purse	\$3.20	N	D	May 1, 2019	Report 2019-DRT-6
Youth Fares <sup>3</sup>	Youth Cash Fare	\$3.75	N	D	May 1, 2019	Report 2019-DRT-6
	Youth Monthly Pass	\$93.50	N	D	May 1, 2019	Report 2019-DRT-6
	Youth 10-tickets	\$28.50	N	D	May 1, 2019	Report 2019-DRT-6
	Youth PRESTO E-Purse	\$2.85	N	D	May 1, 2019	Report 2019-DRT-6
Senior Fares <sup>2</sup>	Senior Cash Fare	\$2.50	N	D	May 1, 2019	Report 2019-DRT-6
	Senior Monthly Pass	\$46.00	N	D	May 1, 2019	Report 2019-DRT-6
	Senior 10-tickets	\$21.00	N	D	May 1, 2019	Report 2019-DRT-6
	Senior PRESTO E-Purse	\$2.10	N	D	May 1, 2019	Report 2019-DRT-6
Child Fares <sup>4</sup>	Child up to 12 years of age	Free	N	D	May 1, 2019	Report 2019-F-11
GO Transit Co-Fare-link <sup>5</sup>	Co-Fare Cash Fare	\$0.80	N	D	May 1, 2019	Report 2019-DRT-6
	PRESTO Co-Fare	\$0.80	N	D	May 1, 2019	Report 2019-DRT-6
Access Monthly Pass <sup>6</sup>	Eligibility requirements for ODSP recipients	\$46.00	N	D	May 1, 2019	Report 2019-DRT-6
Universal Transit Pass (U-Pass)	Per semester	\$139.00	N	I	September 1, 2019	Report 2019-DRT-6

<sup>1</sup> Adult monthly pass is transferable provided it is not used at the same time (no pass back).

<sup>2</sup> Age 65 and over.

<sup>3</sup> Age 13 to 19 inclusive.

<sup>4</sup> Age 12 and under ride free with a fare paying customer.

<sup>5</sup> Agreement with GO Transit where a reduced PRESTO and cash fare are accepted when presenting a valid PRESTO card, GO Transit day pass or single ride ticket.

<sup>6</sup> Eligibility requirements for ODSP recipients.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**FINANCE DEPARTMENT**

**Finance Department Fees and Charges**

**Birder Permit**

- Issuance of a permit to provide restricted access to the Nonquon Sewage Lagoon to bird watchers for the purpose of observing and studying birds.

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Birder Permit (Annual fee)	\$10.00	N	D		Report 2009-F-61

**Dishonored Payments and Financial Administration Fees**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Processing of Dishonored Payments	/payment	\$48.00	N	I/D	January 1, 2019	Report 2018-COW-178
Financial Administration Fee - Subdivision and Servicing Agreements	/letter of credit registration	\$350.00	N	D		Report 2007-J-39
Financial Administration Fee - Subdivision and Servicing Agreements with pay assurance	/letter of credit registration	\$475.00	N	D		Report 2007-J-39

**Interest Rate on Overdue Accounts Receivable**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Rate to be applied to the outstanding balance of an account remaining unpaid after the due date of the invoice	1.25%		I		

## The Regional Municipality of Durham - 2019 Fees and Charges FINANCE DEPARTMENT

### Development Charges

- Area Specific Development Charges exist for Carruthers Creek Service Area (see page 9) and Seaton Service Area (see pages 10-15)

### Residential Development Charges

#### Single and Semi Detached

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$9,250.00	N	*	July 1, 2018	By-law 28-2018
	GO Transit	Per Unit	\$723.00	N	*	July 1, 2018	By-law 86-2001
	Regional Transit	Per Unit	\$1,143.00	N	*	January 1, 2018	By-law 81-2017
	Regional Police Services	Per Unit	\$715.00	N	*	July 1, 2018	By-law 28-2018
	Long Term Care	Per Unit	\$19.00	N	*	July 1, 2018	By-law 28-2018
	Paramedic Services	Per Unit	\$170.00	N	*	July 1, 2018	By-law 28-2018
	Health and Social Services	Per Unit	\$123.00	N	*	July 1, 2018	By-law 28-2018
	Housing Services	Per Unit	\$387.00	N	*	July 1, 2018	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$19.00</u>	N	*	July 1, 2018	By-law 28-2018
<b>Subtotal Region-Wide</b>			<b>\$12,549.00</b>				
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Unit	\$9,420.00	N	*	July 1, 2018	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Unit	<u>\$9,170.00</u>	N	*	July 1, 2018	By-law 28-2018
<b>Total of All Charges</b>			<b><u>\$31,139.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**FINANCE DEPARTMENT**

**Development Charges (continued)**

**Residential Development Charges (continued)**

**Medium Density Multiple**

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$7,432.00	N	*	July 1, 2018	By-law 28-2018
	GO Transit	Per Unit	\$641.00	N	*	July 1, 2018	By-law 86-2001
	Regional Transit	Per Unit	\$919.00	N	*	January 1, 2018	By-law 81-2017
	Regional Police Services	Per Unit	\$575.00	N	*	July 1, 2018	By-law 28-2018
	Long Term Care	Per Unit	\$15.00	N	*	July 1, 2018	By-law 28-2018
	Paramedic Services	Per Unit	\$137.00	N	*	July 1, 2018	By-law 28-2018
	Health and Social Services	Per Unit	\$99.00	N	*	July 1, 2018	By-law 28-2018
	Housing Services	Per Unit	\$311.00	N	*	July 1, 2018	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$15.00</u>	N	*	July 1, 2018	By-law 28-2018
<b>Subtotal Region-Wide</b>			<b>\$10,144.00</b>				
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Unit	\$7,569.00	N	*	July 1, 2018	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Unit	<u>\$7,368.00</u>	N	*	July 1, 2018	By-law 28-2018
<b>Total of All Charges</b>			<b><u>\$25,081.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**FINANCE DEPARTMENT**

**Development Charges (continued)**

**Residential Development Charges (continued)**

**Apartments – Two Bedrooms and Larger**

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$5,373.00	N	*	July 1, 2018	By-law 28-2018
	GO Transit	Per Unit	\$454.00	N	*	July 1, 2018	By-law 86-2001
	Regional Transit	Per Unit	\$664.00	N	*	January 1, 2018	By-law 81-2017
	Regional Police Services	Per Unit	\$416.00	N	*	July 1, 2018	By-law 28-2018
	Long Term Care	Per Unit	\$11.00	N	*	July 1, 2018	By-law 28-2018
	Paramedic Services	Per Unit	\$99.00	N	*	July 1, 2018	By-law 28-2018
	Health and Social Services	Per Unit	\$72.00	N	*	July 1, 2018	By-law 28-2018
	Housing Services	Per Unit	\$225.00	N	*	July 1, 2018	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$11.00</u>	N	*	July 1, 2018	By-law 28-2018
<b>Subtotal Region-Wide</b>			<b>\$7,325.00</b>				
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Unit	\$5,472.00	N	*	July 1, 2018	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Unit	<u>\$5,327.00</u>	N	*	July 1, 2018	By-law 28-2018
<b>Total of All Charges</b>			<b><u>\$18,124.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**FINANCE DEPARTMENT**

**Development Charges (continued)**

**Residential Development Charges (continued)**

**Apartments - One Bedroom and Smaller**

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Unit	\$3,502.00	N	*	July 1, 2018	By-law 28-2018
	GO Transit	Per Unit	\$270.00	N	*	July 1, 2018	By-law 86-2001
	Regional Transit	Per Unit	\$431.00	N	*	January 1, 2018	By-law 81-2017
	Regional Police Services	Per Unit	\$271.00	N	*	July 1, 2018	By-law 28-2018
	Long Term Care	Per Unit	\$7.00	N	*	July 1, 2018	By-law 28-2018
	Paramedic Services	Per Unit	\$64.00	N	*	July 1, 2018	By-law 28-2018
	Health and Social Services	Per Unit	\$47.00	N	*	July 1, 2018	By-law 28-2018
	Housing Services	Per Unit	\$147.00	N	*	July 1, 2018	By-law 28-2018
	Development Related Studies	Per Unit	<u>\$7.00</u>	N	*	July 1, 2018	By-law 28-2018
<b>Subtotal Region-Wide</b>			<b>\$4,746.00</b>				
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Unit	\$3,566.00	N	*	July 1, 2018	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Unit	<u>\$3,472.00</u>	N	*	July 1, 2018	By-law 28-2018
<b>Total of All Charges</b>			<b><u>\$11,784.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the residential development charge is not applicable to lands developed within the Seaton Community.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**FINANCE DEPARTMENT**

**Development Charges (continued)**

**Commercial Use Development Charges**

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$8.54	N	*	July 1, 2018	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.54</u>	N	*	January 1, 2018	By-law 81-2017
	<b>Subtotal Region-Wide</b>			<b>\$9.08</b>			
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Sq. Ft.	\$3.51	N	*	July 1, 2018	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Sq. Ft.	<u>\$5.88</u>	N	*	July 1, 2018	By-law 28-2018
	<b>Total of All Charges</b>			<b><u>\$18.47</u></b>			

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

**The Regional Municipality of Durham - 2019 Fees and Charges  
FINANCE DEPARTMENT**

**Development Charges (continued)**

**Institutional Use Development Charges**

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$7.18	N	*	July 1, 2018	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.54</u>	N	*	January 1, 2018	By-law 81-2017
	<b>Subtotal Region-Wide</b>			<b>\$7.72</b>			
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Sq. Ft.	\$0.86	N	*	July 1, 2018	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Sq. Ft.	<u>\$1.05</u>	N	*	July 1, 2018	By-law 28-2018
	<b>Total of All Charges</b>			<b><u>\$9.63</u></b>			

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**FINANCE DEPARTMENT**

**Development Charges (continued)**

**Industrial Use Development Charges**

- Based on Square Foot of Gross Floor Area

Description	Service Category	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Region-Wide Charges	Regional Roads	Per Sq. Ft.	\$3.24	N	*	July 1, 2018	By-law 28-2018
	Regional Transit	Per Sq. Ft.	<u>\$0.54</u>	N	*	January 1, 2018	By-law 81-2017
	<b>Subtotal Region-Wide</b>			<b>\$3.78</b>			
Regional Water Supply & Sanitary Sewer Charges	Water Supply <sup>(1) (2)</sup>	Per Sq. Ft.	\$2.80	N	*	July 1, 2018	By-law 28-2018
	Sanitary Sewerage <sup>(1) (2)</sup>	Per Sq. Ft.	<u>\$3.38</u>	N	*	July 1, 2018	By-law 28-2018
	<b>Total of All Charges</b>			<b><u>\$9.96</u></b>			

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development Charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price index.

<sup>(1)</sup> These charges are only payable in areas where the services are, or will be, available, or the lands to be developed are in an area designated for the particular service in the Region's Official Plan.

<sup>(2)</sup> The water and sewer component of the non-residential development charge is not applicable to lands developed within the Seaton Community.

**The Regional Municipality of Durham - 2019 Fees and Charges  
FINANCE DEPARTMENT**

**Area Specific Development Charges**

**Carruthers Creek Service Area Development Charge**

- Based on Net Developable Hectare

<b>Service Category</b>	<b>Description</b>	<b>Unit</b>	<b>Rate \$ Excluding HST</b>	<b>HST Applicable (Y/N)</b>	<b>Invoice (I) / Direct Charge (D)</b>	<b>Effective Date</b>	<b>Notes / Comments</b>
Sanitary Sewerage		Per Hectare	\$15,903.00	N	*	July 1, 2018	By-law 29-2018

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

**The Regional Municipality of Durham - 2019 Fees and Charges  
FINANCE DEPARTMENT**

**Area Specific Development Charges (continued)**

**Seaton Residential Area Specific Development Charges**

**Single and Semi Detached**

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$2,840.00	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Unit	\$4,264.00	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs	Per Unit	<u>\$3,700.00</u>	N	*	July 1, 2018	By-law 19-2013
	<b>Subtotal Water Supply</b>			<b>\$10,804.00</b>			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$2,661.00	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Unit	\$1,440.00	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs	Per Unit	<u>\$2,276.00</u>	N	*	July 1, 2018	By-law 19-2013
	<b>Subtotal Sanitary Sewerage</b>			<b>\$6,377.00</b>			
<b>Total</b>			<b><u>\$17,181.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services, Housing Services and Development Related Studies are also payable.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**FINANCE DEPARTMENT**

**Area Specific Development Charges (continued)**

**Seaton Residential Area Specific Development Charges**

**Medium Density Multiples**

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$2,254.00	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Unit	\$3,383.00	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs	Per Unit	<u>\$2,935.00</u>	N	*	July 1, 2018	By-law 19-2013
<b>Subtotal Water Supply</b>			<b>\$8,572.00</b>				
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$2,110.00	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Unit	\$1,142.00	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs	Per Unit	<u>\$1,805.00</u>	N	*	July 1, 2018	By-law 19-2013
<b>Subtotal Sanitary Sewerage</b>			<b>\$5,057.00</b>				
<b>Total</b>			<b><u>\$13,629.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services, Housing Services and Development Related Studies are also payable.

**The Regional Municipality of Durham - 2019 Fees and Charges  
FINANCE DEPARTMENT**

**Area Specific Development Charges (continued)**

**Seaton Residential Area Specific Development Charges**

**Apartments**

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Unit	\$1,298.00	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Unit	\$1,948.00	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs	Per Unit	<u>\$1,690.00</u>	N	*	July 1, 2018	By-law 19-2013
	<b>Subtotal Water Supply</b>			<b>\$4,936.00</b>			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Unit	\$1,215.00	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Unit	\$659.00	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs	Per Unit	<u>\$1,040.00</u>	N	*	July 1, 2018	By-law 19-2013
	<b>Subtotal Sanitary Sewerage</b>			<b>\$2,914.00</b>			
<b>Total</b>			<b><u>\$7,850.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide residential development charges for Regional Roads, Regional Transit, GO Transit, Regional Police Services, Long Term Care, Paramedic Services, Health and Social Services, Housing Services and Development Related Studies are also payable.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**FINANCE DEPARTMENT**

**Area Specific Development Charges (continued)**

**Seaton Non-Institutional Use Development Charges**

- Per Square Foot of Gross Floor Area

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.30	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.45	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs <sup>(1)</sup>	Per Sq. Ft.	<u>\$1.16</u>	N	*	July 1, 2018	By-law 19-2013
	<b>Subtotal Water Supply</b>			<b>\$1.91</b>			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.83	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.45	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs <sup>(1)</sup>	Per Sq. Ft.	<u>\$1.68</u>	N	*	July 1, 2018	By-law 19-2013
	<b>Subtotal Sanitary Sewerage</b>			<b>\$2.96</b>			
<b>Total</b>			<b><u>\$4.87</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

<sup>(1)</sup> An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$1.82 / sq. ft. for non-institutional.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**FINANCE DEPARTMENT**

**Area Specific Development Charges (continued)**

**Seaton Institutional Use Development Charges**

- Per Square Foot of Gross Floor Area

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.09	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.15	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs <sup>(1)</sup>	Per Sq. Ft.	<u>\$0.41</u>	N	*	July 1, 2018	By-law 19-2013
	<b>Subtotal Water Supply</b>			<b>\$0.65</b>			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Sq. Ft.	\$0.29	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Sq. Ft.	\$0.15	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs <sup>(1)</sup>	Per Sq. Ft.	<u>\$0.59</u>	N	*	July 1, 2018	By-law 19-2013
	<b>Subtotal Sanitary Sewerage</b>			<b>\$1.03</b>			
<b>Total</b>			<b><u>\$1.68</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

<sup>(1)</sup> An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$0.34 / sq. ft. for institutional.

**The Regional Municipality of Durham - 2019 Fees and Charges  
FINANCE DEPARTMENT**

**Area Specific Development Charges (continued)**

**Prestige Employment Land Area Development Charges**

- Per Net Hectare

Service Category	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Supply	Seaton Landowners Constructed DCs	Per Hectare	\$14,477.00	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Hectare	\$21,675.00	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs <sup>(1)</sup>	Per Hectare	<u>\$56,610.00</u>	N	*	July 1, 2018	By-law 19-2013
	<b>Subtotal Water Supply</b>			<b>\$92,762.00</b>			
Sanitary Sewerage	Seaton Landowners Constructed DCs	Per Hectare	\$40,578.00	N	*	July 1, 2018	By-law 19-2013
	Regional Seaton Specific DCs	Per Hectare	\$21,946.00	N	*	July 1, 2018	By-law 19-2013
	Regional Attributions DCs <sup>(1)</sup>	Per Hectare	<u>\$82,255.00</u>	N	*	July 1, 2018	By-law 19-2013
	<b>Subtotal Sanitary Sewerage</b>			<b>\$144,779.00</b>			
<b>Total</b>			<b><u>\$237,541.00</u></b>				

\* Development charges are collected by the Area Municipality and remitted to the Region.

All Regional Development charges will be indexed on July 1st of each year in accordance with the annual change in the Statistics Canada Quarterly Construction Price Index.

Region-wide non-residential development charges for Regional Roads and Regional Transit are also payable.

<sup>(1)</sup> An additional payment applies as an early payment of the Regional Attributions Development Charge, equal to \$172,091 per net hectare for prestige employment lands.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Monthly Water and Sewer Usage Rate Schedule**

**Volumetric Charges**

- Metered Rates (based on water consumption volume).
- All Usage by Residential Customers Billed at First Block Rates.
- Water Meters Servicing Multiple Units: For multiple units, the consumption block limits are calculated by multiplying the consumption block limits by the number of units.
- Volumetric Sewer Surcharge Rates: The volumetric Sewer Surcharge Rates are calculated based on the following surcharge on the Regional metered water rates.
 

First Block	162.4%
Second Block	168.1%
Third Block	153.9%

Block	Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
First	0 to 45 cubic metres/month	/cubic metre	\$1.112	\$1.806	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
	0 to 10,000 gallons/month	/1,000 gallons	\$5.054	\$8.209	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
	0 to 1,600 cubic feet/month	/100 cubic feet	\$3.149	\$5.114	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
Second	46 to 4,500 cubic metres/month	/cubic metre	\$0.946	\$1.589	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
	10,001 to 1,000,000 gallons/month	/1,000 gallons	\$4.298	\$7.224	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
	1,601 to 160,000 cubic feet/month	/100 cubic feet	\$2.678	\$4.501	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
Third	Over 4,500 cubic metres/month	/cubic metre	\$0.868	\$1.336	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
	Over 1,000,000 gallons/month	/1,000 gallons	\$3.946	\$6.071	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
	Over 160,000 cubic feet/month	/100 cubic feet	\$2.458	\$3.782	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Monthly Water and Sewer Usage Rate Schedule (continued)**

**Basic Service Charges**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Metered Service Charge (\$/Month):	Standard Meter (17 to 19 mm)	\$18.68	-	N	I	January 1, 2019	By-law 59-2018
	25 mm (1 inch)	\$37.97	-	N	I	January 1, 2019	By-law 59-2018
	38 mm (1 1/2 inches)	\$80.82	-	N	I	January 1, 2019	By-law 59-2018
	51 mm (2 inches)	\$174.55	-	N	I	January 1, 2019	By-law 59-2018
	76 mm (3 inches)	\$306.83	-	N	I	January 1, 2019	By-law 59-2018
	102 mm (4 inches)	\$610.12	-	N	I	January 1, 2019	By-law 59-2018
	152 mm (6 inches)	\$1,133.93	-	N	I	January 1, 2019	By-law 59-2018
	203 mm (8 inches)	\$1,933.10	-	N	I	January 1, 2019	By-law 59-2018
	254 mm (10 inches)	\$3,145.71	-	N	I	January 1, 2019	By-law 59-2018
Sewer Service Charge:	/year	-	\$84.96	N	I	January 1, 2019	By-law 60-2018
	/quarter	-	\$21.24	N	I	January 1, 2019	By-law 60-2018
	/month	-	\$7.08	N	I	January 1, 2019	By-law 60-2018
Water Minimum Charge (\$/Month):	25 mm (1 inch)	\$63.00	-	N	I	January 1, 2019	By-law 59-2018
	38 mm (1 1/2 inches)	\$121.00	-	N	I	January 1, 2019	By-law 59-2018
	51 mm (2 inches)	\$234.00	-	N	I	January 1, 2019	By-law 59-2018
	76 mm (3 inches)	\$400.00	-	N	I	January 1, 2019	By-law 59-2018
	102 mm (4 inches)	\$790.00	-	N	I	January 1, 2019	By-law 59-2018
	152 mm (6 inches)	\$1,442.00	-	N	I	January 1, 2019	By-law 59-2018
	203 mm (8 inches)	\$2,370.00	-	N	I	January 1, 2019	By-law 59-2018
	254 mm (10inches)	\$3,755.00	-	N	I	January 1, 2019	By-law 59-2018
Sewer Minimum Charge (\$/Month):	All customers with meters 25 mm or larger (no minimum charge for standard meter customers)	-	\$48.00	N	I	January 1, 2019	By-law 60-2018

**The Regional Municipality of Durham - 2019 Fees and Charges  
UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Monthly Water and Sewer Usage Rate Schedule (continued)**

**Basic Service Charges (continued)**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Unmetered Fire Line Service Charge:	25 mm (1 inch)	\$14.43	N	I	January 1, 2019	By-law 59-2018
	38 mm (1 1/2 inches)	\$19.39	N	I	January 1, 2019	By-law 59-2018
	51 mm (2 inches)	\$37.54	N	I	January 1, 2019	By-law 59-2018
	64 mm (2 1/2 inches)	\$49.74	N	I	January 1, 2019	By-law 59-2018
	76 mm (3 inches)	\$65.94	N	I	January 1, 2019	By-law 59-2018
	102 mm (4 inches)	\$131.90	N	I	January 1, 2019	By-law 59-2018
	127 mm (5 inches)	\$177.10	N	I	January 1, 2019	By-law 59-2018
	152 mm (6 inches)	\$243.55	N	I	January 1, 2019	By-law 59-2018
	203 mm (8 inches)	\$405.82	N	I	January 1, 2019	By-law 59-2018
	254 mm (10 inches)	\$647.57	N	I	January 1, 2019	By-law 59-2018
	305 mm (12 inches)	\$913.03	N	I	January 1, 2019	By-law 59-2018

**The Regional Municipality of Durham - 2019 Fees and Charges  
UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Monthly Water and Sewer Usage Rate Schedule (continued)**

**Flat Rate**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Flat Rate	/year/unit	\$527.40	\$577.56	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
	/quarter/unit	\$131.85	\$144.39	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
	/month/unit	\$43.95	\$48.13	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018

**Raw Water**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Raw Water	/1,000 gallons	\$1.469	N	I	January 1, 2019	By-law 59-2018
	/cubic metre	\$0.323	N	I	January 1, 2019	By-law 59-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Service Connection Related Charges**

**Water Service Connection Charges**

Water Service Connection Charges, for single family and semi-detached residential lots including those for pre-install stubs.

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Base Rate - Apr 1 - Nov 30	19 mm (3/4") diameter	\$3,700.00	N	D	January 1, 2019	By-law 59-2018
Winter Rate - Dec 1 - Mar 31		\$4,810.00	N	D	January 1, 2019	By-law 59-2018
Base Rate - Apr 1 - Nov 30	25 mm (1") diameter	\$4,600.00	N	D	January 1, 2019	By-law 59-2018
Winter Rate - Dec 1 – Mar 31		\$5,980.00	N	D	January 1, 2019	By-law 59-2018

Water Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings.

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water Service Connection		Actual cost	N	D	January 1, 2019	By-law 59-2018
	19 mm (3/4") diameter minimum charge	\$3,700.00	N	D	January 1, 2019	By-law 59-2018
	25 mm (1") diameter minimum charge	\$4,600.00	N	D	January 1, 2019	By-law 59-2018

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Inspection of an installation of a separate fine line on private property	\$125.00	N	D	January 1, 2019	By-law 59-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Service Connection Related Charges**

**Sanitary Sewer Service Connection Charges**

Sanitary Sewer Service Connection Charges for single family and semi-detached residential lots including those created by severance and pre-install stubs.

Description	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Base Rate - Apr 1 - Nov 30	100 or 125 mm (4 or 5") diameter	\$3,843.00	N	D	January 1, 2019	By-law 60-2018
Winter Rate - Dec 1 - Mar 31		\$5,005.00	N	D	January 1, 2019	By-law 60-2018

Sanitary Sewer Service Connections, not covered above, including apartment buildings (from duplexes to multi floor buildings), townhouses and condominiums on blocks of land or recreational, institutional, commercial and industrial buildings.

Description	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Sanitary Sewer Service Connection	Actual cost	N	D	January 1, 2019	By-law 60-2018
Minimum Charge	\$3,843.00	N	D	January 1, 2019	By-law 60-2018

**Storm Sewer Service Connection Charges**

Description	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Storm Sewer Service Connection	Actual Cost	N	D	January 1, 2019	By-law 60-2018
Minimum Charge	\$3,843.00	N	D	January 1, 2019	By-law 60-2018

**The Regional Municipality of Durham - 2019 Fees and Charges  
UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Service Connection Related Charges (continued)**

**Reuse of Water/Sewer Service Connection where building has been or will be demolished or removed**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Inspection Fee		\$125.00	\$125.00	N	D	January 1, 2019	By-law 59-2018 / By-law 60-2018
Where a disused Water/Sewer Service Connection is to be replaced by the Region	See Service Connection Charges on previous pages						

**Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections**

Description	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Disconnection, rendering inoperable, reconnecting or restoring Water/Sewer service connections	Actual Costs	Actual Costs	N	D	January 1, 2019	By-law 59-2018 / By-law 60-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Frontage Charges**

**Watermain** – see Sanitary Sewer on following page

Description (Watermain Diameter)	Payment	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard 150 mm (6") <sup>(1)</sup>	i) Cash cost (standard)	/metre	\$378.00	N	D	January 1, 2019	By-law 59-2018
		/foot	\$115.21	N	D	January 1, 2019	By-law 59-2018
	ii) Per annum <sup>(2)</sup>	/metre	\$51.36	N	D	January 1, 2019	By-law 59-2018
		/foot	\$15.65	N	D	January 1, 2019	By-law 59-2018
Standard 200 mm (8")	i) Cash cost (standard)	/metre	\$436.00	N	D	January 1, 2019	By-law 59-2018
		/foot	\$132.89	N	D	January 1, 2019	By-law 59-2018
	ii) Per annum <sup>(2)</sup>	/metre	\$59.24	N	D	January 1, 2019	By-law 59-2018
		/foot	\$18.06	N	D	January 1, 2019	By-law 59-2018
Standard 300 mm (12")	i) Cash cost (standard)	/metre	\$476.00	N	D	January 1, 2019	By-law 59-2018
		/foot	\$145.08	N	D	January 1, 2019	By-law 59-2018
	ii) Per annum <sup>(2)</sup>	/metre	\$64.67	N	D	January 1, 2019	By-law 59-2018
		/foot	\$19.71	N	D	January 1, 2019	By-law 59-2018

Customers requiring non-standard main sizes charged actual cost.

Any frontage charges for non-standard main sizes, or any extraordinary circumstances, be assessed by the Commissioners of Finance and Works on a case by case basis to maximize full recovery.

Rate may vary if estimated construction costs vary significantly from the rates noted above.

Frontage charges for petition projects shall be based on actual costs.

**Notes**

<sup>(1)</sup> Residential frontage charges to be assessed on the basis of a standard 150 mm (6") diameter watermain.

<sup>(2)</sup> Bases of per annum charges: Repayment period = 10 years; Annual Interest rate = 6%.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Frontage Charges (continued)**

**Sanitary Sewer** – see Watermain on previous page

Description (Sanitary Sewer Diameter)	Payment	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard 200 mm (8") <sup>(1)</sup>	i) Cash cost (standard)	/metre	\$419.00	N	D	January 1, 2019	By-law 60-2018
		/foot	\$127.71	N	D	January 1, 2019	By-law 60-2018
	ii) Per annum <sup>(2)</sup>	/metre	\$56.93	N	D	January 1, 2019	By-law 60-2018
		/foot	\$17.35	N	D	January 1, 2019	By-law 60-2018
Standard 250 mm (10")	i) Cash cost (standard)	/metre	\$477.00	N	D	January 1, 2019	By-law 60-2018
		/foot	\$145.39	N	D	January 1, 2019	By-law 60-2018
	ii) Per annum <sup>(2)</sup>	/metre	\$64.81	N	D	January 1, 2019	By-law 60-2018
		/foot	\$19.75	N	D	January 1, 2019	By-law 60-2018
Standard 300 mm (12")	i) Cash cost (standard)	/metre	\$529.00	N	D	January 1, 2019	By-law 60-2018
		/foot	\$161.24	N	D	January 1, 2019	By-law 60-2018
	ii) Per annum <sup>(2)</sup>	/metre	\$71.87	N	D	January 1, 2019	By-law 60-2018
		/foot	\$21.91	N	D	January 1, 2019	By-law 60-2018

Customers requiring non-standard main sizes charged actual cost.

Any frontage charges for non-standard main sizes, or any extraordinary circumstances, be assessed by the Commissioners of Finance and Works on a case by case basis to maximize full recovery.

Rate may vary if estimated construction costs vary significantly from the rates noted above.

Frontage charges for petition projects shall be based on actual costs.

**Notes**

<sup>(1)</sup> Residential frontage charges to be assessed on the basis of a standard 200 mm (8") diameter sanitary sewer.

<sup>(2)</sup> Bases of per annum charges: Repayment period = 10 years; Annual Interest rate = 6%.

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Miscellaneous Charges**

**Water Shut Off/Turn On: Initiated by Customer**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
During Normal Regional Working Hours	Shut Water Off	\$80.00	N	I	January 1, 2019	By-law 59-2018
	Turn Water On	\$80.00	N	I	January 1, 2019	By-law 59-2018
	Shut Off and Turn on During Same Call	\$80.00	N	I	January 1, 2019	By-law 59-2018
After Normal Regional Working Hours	Shut Water Off	\$120.00	N	I	January 1, 2019	By-law 59-2018
	Turn Water On	\$120.00	N	I	January 1, 2019	By-law 59-2018
	Shut Off and Turn on During Same Call	\$120.00	N	I	January 1, 2019	By-law 59-2018

**Water Shut Off/Turn On: Initiated by Region**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
For failure by the Customer to arrange with the Region for meter installation, replacement, repair or inspection or meter reading	Off or On, each	\$80.00	-	N	I	January 1, 2019	By-law 59-2018
For Water Shut Off Notification prior to shut off action being taken		\$25.00	\$25.00	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
For Water Shut Off due to collection action for non-payment of Water/Sewer bill, or any Regional invoice, or for violation of any provision of the Water System/Sewer System By-laws (water not necessarily shut off)		\$94.00	\$94.00	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
Turn Water On		\$80.00	\$80.00	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Miscellaneous Charges (continued)**

**Standby Charge While Water Service is Shut Off**

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standby charge while water service is shut off but not disconnected	Standard Service Charge	N	I	January 1, 2019	By-law 59-2018

**Testing of Water Meter: Initiated by Customer**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Deposit		\$210.00	N	I	January 1, 2019	By-law 59-2018
Fee where the meter is found to measure the flow of water within or below AWWA Specifications	Up to a maximum size of 25 mm	\$210.00	N	I	January 1, 2019	By-law 59-2018
	Over 25 mm	Actual Cost	N	I	January 1, 2019	By-law 59-2018
Fee if meter is found to measure the flow of water above AWWA specifications		No charge			January 1, 2019	By-law 59-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Miscellaneous Charges (continued)**

**Unmetered water used for construction (building purposes)**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Unmetered water used for construction (building purposes)	/service	\$187.00	N	I	January 1, 2019	By-law 59-2018

**Drawing Regional water from hydrants for purposes other than fire protection**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Area Municipalities	/cubic metre	\$3.80	N	I/D	January 1, 2019	By-law 59-2018
	/1000 gallons	\$17.29	N	I/D	January 1, 2019	By-law 59-2018
Others	/cubic metre	\$3.80	N	I/D	January 1, 2019	By-law 59-2018
	/1000 gallons	\$17.29	N	I/D	January 1, 2019	By-law 59-2018
Deposit		\$1,800.00	N	I/D	January 1, 2019	By-law 59-2018
Administration Fee		\$132.00	N	I/D	January 1, 2019	By-law 59-2018
Minimum Charge	/month	\$1,800.00	N	I/D	January 1, 2019	By-law 59-2018
Valve Installation/removal		\$107.00	N	I/D	January 1, 2019	By-law 59-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Miscellaneous Charges (continued)**

**Repair or replacement of frozen, damaged or missing water meters**

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Up to a maximum size of 19 mm (3/4")	\$210.00	N	I	January 1, 2019	By-law 59-2018
Over 19 mm (3/4")	Actual Cost	N	I	January 1, 2019	By-law 59-2018

**Water from Water Supply Plants, Water Pollution Control Plants, Works Depots and Bulk Filling Stations**

Description	Unit	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Water	/cubic metre	\$3.15	N	I/D	January 1, 2019	By-law 59-2018
	/1000 gallons	\$14.32	N	I/D	January 1, 2019	By-law 59-2018
Minimum Volume Charge	per month	\$150.00			January 1, 2019	By-law 59-2018
Occasional Users - Flat Rate		\$38.50	N	I/D	January 1, 2019	By-law 59-2018
Account Administration Fee	per year	\$125.90	N	I/D	January 1, 2019	By-law 59-2018
Key deposit		\$214.30	N	I/D	January 1, 2019	By-law 59-2018
Refundable on return of key		\$177.90	N	I/D	January 1, 2019	By-law 59-2018
Swipe card		\$35.70	N	I/D	January 1, 2019	By-law 59-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Miscellaneous Charges (continued)**

**Fire Flow Tests**

Description	Water Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Full test (May 1 - Oct. 31)	\$467.20	N	D	January 1, 2019	By-law 59-2018
Full test (Nov. 1- Apr. 30)	\$812.90	N	D	January 1, 2019	By-law 59-2018
Opening hydrant (May 1 - Oct. 31)	\$320.30	N	D	January 1, 2019	By-law 59-2018
Opening hydrant (Nov. 1 - Apr. 30)	\$652.80	N	D	January 1, 2019	By-law 59-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Miscellaneous Charges (continued)**

**Disposal of Septic Tank and Holding Tank Waste and the Disposal of Water Pollution Control Plant Sludges**

Description	Unit	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
(a) Hauled Domestic Waste	/cubic metre	\$19.56	N	D	January 1, 2019	By-law 60-2018
	/1000 gallons	\$88.93	N	D	January 1, 2019	By-law 60-2018
(b) Water Pollution Control Plant Sludges Discharged into the York/Durham System	/cubic metre	\$16.19	N	I/D	January 1, 2019	By-law 60-2018
	/1000 gallons	\$73.59	N	I/D	January 1, 2019	By-law 60-2018
(c) Annual charge for registration of Haulers (up to 10 vehicles)		\$175.00	N	I/D	January 1, 2019	By-law 60-2018
Additional stickers, if more than 10 vehicles, or replacement stickers	/sticker	\$10.20	N	I/D	January 1, 2019	By-law 60-2018
(d) ICI Sector areas (discharge up to 50,000 gallons)		\$522.75	N	I/D	January 1, 2019	By-law 60-2018
(e) ICI Sector areas (discharges of 50,001 to 100,000 gallons)		\$1,024.59	N	I/D	January 1, 2019	By-law 60-2018

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

**Miscellaneous Charges (continued)**

**Other Miscellaneous Charges**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Thawing of service pipes		No charge	-			January 1, 2019	By-law 59-2018
Thawing of private hydrants or unmetered fire lines		Actual Cost	-	N	I	January 1, 2019	By-law 59-2018
Cleaning sanitary sewer services		-	No charge			January 1, 2019	By-law 60-2018
Repair to or renewal of sanitary building sewers		-	No charge			January 1, 2019	By-law 60-2018
Supplying Statement of Account	/statement	\$35.00	\$35.00	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
Charge for Regional Solicitor providing information		\$94.00	\$94.00	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
Processing of dishonoured payments	/payment	\$48.00	\$48.00	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
Account Payment Transfer Fee	/transfer	\$11.00	\$11.00	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
Change of Occupancy Charge	/customer	\$42.00	\$42.00	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
Charge for late payment of Water/Sewer Surcharge Rates		2%	2%			January 1, 2019	By-law 59-2018 / By-law 60-2018
Lien Administration Fee		\$50.00	\$50.00	N	I	January 1, 2019	By-law 59-2018 / By-law 60-2018
Installation and removal of anti-tampering devices on fire hydrants & curb stops		\$138.00	-	N	I	January 1, 2019	By-law 59-2018
Cross Connection Control Program Test Report	/report	\$25.00	-	N	I	January 1, 2019	By-law 59-2018
Sewage surcharge and Compliance Agreements			\$1,885.00	N	I	January 1, 2019	By-law 60-2018
Copies of By-laws Water System, Sewer System and Sewer use (+ Applicable taxes)	/copy	\$20.50	\$20.50	Y	D	January 1, 2019	By-law 59-2018 / By-law 60-2018
Fee for transferring outstanding balances to a third party collection agency		Actual Cost	Actual Cost	N	I/D	January 1, 2019	By-law 59-2018 / By-law 60-2018
Sewer TV inspection Reports and Videos (+ Applicable taxes)	/report or video	-	\$20.43	Y	D	January 1, 2019	By-law 60-2018
Sewer Use By-law Agreement extra strength waste cost	/kg	-	\$0.53	N	I	January 1, 2019	

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**UTILITY FINANCE – WATER AND SANITARY SEWER USER RATES**

Description	Unit	Water Rate \$ Excluding HST	Sewer Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Sewer Appeal Application	/request	-	\$850.00	N	I	January 1, 2019	By-law 60-2018

**The Regional Municipality of Durham - 2019 Fees and Charges  
HEALTH DEPARTMENT**

**Region of Durham Paramedic Services (RDPS)**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Special Events Coverage (3 hour minimum)	/hour	\$190.00	Y	I/D	April 1, 2019	Agreement signed for each event
Release of Ambulance Call Report to Lawyers and Insurance firms	/report	\$100.00	Y	D	January 1, 2013	Flat rate per request

**The Regional Municipality of Durham - 2019 Fees and Charges  
HEALTH DEPARTMENT**

**Sexual Health Clinics: Sale of Contraceptives**

<b>Grouping</b>	<b>Description</b>	<b>Unit</b>	<b>Rate \$ Excluding HST</b>	<b>HST Applicable (Y/N)</b>	<b>Invoice (I) / Direct Charge (D)</b>
Oral Contraceptives	Alesse (28)	/package	\$7.50	N	D
	Marvelon (28)	/package	\$10.00	N	D
	Micronor (28)	/package	\$10.00	N	D
	Min-Ovral (28)	/package	\$7.50	N	D
	Select 1/35 (28)	/package	\$7.50	N	D
	Tri-Cyclen Lo (28)	/package	\$7.00	N	D
Intra Uterine Devices	Flexi T 300	/package	\$52.00	N	D
	Flexi T 380	/package	\$72.00	N	D
Contraceptive Devices	Evra	/package	\$10.00	N	D
	Plan B	/package	\$12.00	N	D
	Nuvaring	/package	\$10.00	N	D
Medication	Fluconazole	/package	\$6.00	N	D
	Gardasil HPV Vaccine	/dose	\$162.00	N	D

**The Regional Municipality of Durham - 2019 Fees and Charges  
HEALTH DEPARTMENT**

**Health Protection: Ontario Building Code (OBC) Activities**

<b>Grouping</b>	<b>Description</b>	<b>Unit</b>	<b>Rate \$ Excluding HST</b>	<b>HST Applicable (Y/N)</b>	<b>Invoice (I) / Direct Charge (D)</b>	<b>Effective Date</b>
Building Permit for a Private Sewerage System	Single Family Dwelling		\$946.00	N	D	April 1, 2019
	Non-Residential/Institutional	<4,500 L/day	\$946.00	N	D	April 1, 2019
	Large Commercial/Industrial	>4,500 - 10,000 L/day	\$2,010.00	N	D	April 1, 2019
Building Permit for Class 2 and 3 septic systems and treatment unit/septic Tank Replacement Only			\$473.00	N	D	April 1, 2019
Building Additions			\$228.00	N	D	April 1, 2019
Building Permit for sewage system extensions (1year)		Per application	\$176.00	N	D	April 1, 2019

**The Regional Municipality of Durham - 2019 Fees and Charges  
HEALTH DEPARTMENT**

**Health Protection: Regional Activities**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Lot Consents (Severances)	Per lot	\$531.00	N	D	April 1, 2019
Draft Plans of Subdivision (new)	Per lot creation	\$384.00	N	D	April 1, 2019
Draft Plans of Subdivision that had not received draft approval and application processed prior to 1998 requiring reassessment	Per lot creation	\$384.00	N	D	April 1, 2019
Draft Plans of Subdivision that had received draft plan approval and application processed prior to 1998 requiring reassessment	Per lot creation	\$384.00	N	D	April 1, 2019
Rezoning, Official Plan Amendments, Minor Variances, Site-servicing Plans	Per application	\$265.00	N	D	April 1, 2019
Lawyers' Written Requests	Per application	\$265.00	N	D	April 1, 2019
Peer Review	Per initial report	\$265.00	N	D	April 1, 2019
	Per follow-up report(s)	\$114.00	N	D	April 1, 2019

**The Regional Municipality of Durham - 2019 Fees and Charges  
HEALTH DEPARTMENT**

**Food Handlers Training / Certification**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Course and exam only	\$25.00	N	D	April 1, 2019
Course, manual and exam	\$50.00	N	D	April 1, 2019
Manual and exam	\$35.00	N	D	April 1, 2019
Challenge exam	\$15.00	N	D	April 1, 2019
Manual only	\$25.00	N	D	April 1, 2019
Food Handlers Training / Certification - Secondary Schools	\$20.00	N	D	April 1, 2019

**Other**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)
Lawyers' Written Requests (sale/purchase) for premises routinely inspected by Public Health	per premises	\$110.62	Y	D
Fridge Thermometers		\$30.00	Y	I/D

**The Regional Municipality of Durham - 2019 Fees and Charges  
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

**Regional Official Plan Amendment (ROPA)**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Minor Regional Official Plan Amendment*	\$7,000.00	N	D	July 1, 2018	By-law 25-2018
Major Regional Official Plan Amendment*	\$20,000.00	N	D	July 1, 2018	By-law 25-2018
Reactivation of a ROPA* (following 3 or more years of inactivity)	\$2,500.00	N	D	July 1, 2018	By-law 25-2018
*Plus applicable publication costs associated with notice requirements	Actual Cost (\$1,000 deposit)	Y	D	July 1, 2018	By-law 25-2018

**Area Municipal Official Plan Amendment (AMOPA)**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Review	\$2,500.00	N	D	July 1, 2018	By-law 25-2018
Approval (non-exempt applications only)	\$4,500.00	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2019 Fees and Charges  
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

**Plan of Subdivision and Condominium**

Grouping	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Non-Delegated Municipalities (Brock, Scugog and Uxbridge)	Application	\$5,500.00	N	D	July 1, 2018	By-law 25-2018
	Per unit for units in excess of 50	\$100.00	N	D	July 1, 2018	By-law 25-2018
	Recirculation/Review of Plans/Studies prior to Draft Approval	\$500.00	N	D	July 1, 2018	By-law 25-2018
	Extension of Draft Approval	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Final Approval (per phase)	\$1,125.00	N	D	July 1, 2018	By-law 25-2018
Delegated Municipalities (Ajax, Clarington, Oshawa, Pickering and Whitby)	Subdivision Review	\$4,000.00	N	D	July 1, 2018	By-law 25-2018
	Standard/Leasehold Condo Review	\$2,000.00	N	D	July 1, 2018	By-law 25-2018
	Common Element Condo Review	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
	Phased Condo Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Vacant Land Condo Review	\$3,000.00	N	D	July 1, 2018	By-law 25-2018
	Condominium Conversion Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Recirculation/Review of Plans/Studies prior to Draft Approval	\$500.00	N	D	July 1, 2018	By-law 25-2018
	Revision/Redline/Amendment/Change of Conditions Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
	Clearance Letter	\$1,000.00	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2019 Fees and Charges  
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

**Part-Lot Control Exemption By-law Applications**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Review (Ajax, Clarington, Oshawa, Pickering and Whitby)	\$500.00	N	D	July 1, 2018	By-law 25-2018
Approval (Brock, Uxbridge and Scugog)	\$250.00	N	D	July 1, 2018	By-law 25-2018
Per unit for units in excess of 5	\$100.00	N	D	July 1, 2018	By-law 25-2018

**Rezoning Applications/Zoning By-laws (not related to another Planning Division review)**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Standard Review	\$1,500.00	N	D	July 1, 2018	By-law 25-2018
Minor Review	\$500.00	N	D	July 1, 2018	By-law 25-2018

**Land Division**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Review	\$500.00	N	D	July 1, 2018	By-law 25-2018
Special Meeting	\$500.00	N	D	July 1, 2018	By-law 25-2018
Tabling Fee	\$300.00	N	D	July 1, 2018	By-law 25-2018
Stamping	\$750.00	N	D	July 1, 2018	By-law 25-2018
Re-stamping	\$250.00	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2019 Fees and Charges  
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

**Tree By-law Applications**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Good Forestry Practices Permit	\$50.00	N	D	September 1, 2012	By-law 31-2012
Minor Clear Cutting Permit (Between 0.1 Ha and 1 Ha)	\$75.00	N	D	September 1, 2012	By-law 31-2012
Major Clear Cutting Permit (Greater than 1 Ha)*	\$100.00	N	D	September 1, 2012	By-law 31-2012
*Plus applicable publication costs associated with notice requirements	Actual Cost	Y	D	September 1, 2012	By-law 31-2012

**Other Fees**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Preparation of Record to Local Planning Appeal Tribunal (formerly Ontario Municipal Board)	\$250.00	N	D	July 1, 2018	By-law 25-2018
Non-Potable Request	\$500.00	N	D	July 1, 2018	By-law 25-2018
Type 1 Ministry of the Environment and Climate Change Environmental Compliance Approval not associated with ROPA application	\$300.00	N	D	July 1, 2018	By-law 25-2018
Type 2 Ministry of the Environment and Climate Change Environmental Compliance Approval not associated with ROPA application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Review of Ministry of the Environment and Climate Change Renewable Energy Approval Application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Review of Ministry of Municipal Affairs and Housing Minister's Zoning Order Amendment Application	\$1,000.00	N	D	July 1, 2018	By-law 25-2018
Technical Study Peer Review Administration Fee	10% of Peer Review Costs	N	D	July 1, 2018	By-law 25-2018

**The Regional Municipality of Durham - 2019 Fees and Charges  
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

**Publications**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Publication costs associated with notice requirements of the Planning Act		Actual Cost	Y	D	July 1, 2018	By-law 25-2018
Official Plan – Office Consolidation – Text and Maps	/set	\$60.00	Y	I/D	July 1, 2008	By-law 41-2008
Official Plan – Office Consolidation – in electronic form	/disk	\$25.00	Y	I/D	July 1, 2008	By-law 41-2008
Official Plan Land Use A Composite		\$25.00	Y	I/D	July 1, 2008	By-law 41-2008
Official Plan Land Use Schedules		\$5.00	Y	I/D	January 1, 2014	
Roads Maps (28"X38")		\$6.50	Y	I/D	November 1, 2007	
Regional Infrastructure Map		\$6.50	Y	I/D	March 1, 2011	
Tree By-law		\$5.00	Y	I/D	July 1, 2016	
Copies of Historic Aerial Photographs		\$20.00	Y	I/D	November 1, 2007	
Other Publications not listed here		Printing Cost	Y	I/D	January 1, 2011	

**Transportation Planning Model Projections**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Transportation Planning Model Projections	/horizon year	\$100.00	Y	I	April 3, 2013	Report 2013-P-26

**The Regional Municipality of Durham - 2019 Fees and Charges  
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

**Custom Cartography Charges**

Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Standard Orthophotography Map - site specific (includes orthophotography, parcels, roads and labels)	\$35.00	Y	I/D	February 1, 2012
Topographic Map – site specific (includes parcel fabric, roads, drainage, contours and labels)	\$35.00	Y	I/D	February 1, 2012
Custom Mapping - All mapping is provided in digital PDF format. Printed copies are available for an extra charge of \$10.00 + HST				Please contact the Planning Division for a quote

**Advertising Spaces in Brochures**

Grouping	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Co-operative Advertising	Based on specific opportunity (as they arise)		Varies	Y	I	January 2016

**Processing of Applications for Exemption under the Retail Business Holidays Act**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Businesses larger than 223 square metres or applications involving more than one business - Plus advertising costs (\$1,000 deposit)	Per Application	\$1,500.00	N	D	November 2011	Retail Business Holidays Act
Individual businesses under 223 square metres - Plus advertising costs (\$1,000 deposit)	Per Application	\$500.00	N	D	November 2011	Retail Business Holidays Act

**The Regional Municipality of Durham - 2019 Fees and Charges  
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT**

**Other Charges**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Photocopies	/page	\$0.68	Y	I/D	July 1, 2008	By-law 41-2008
Administration Charge - includes data, research and information requests for items not listed here.						Please contact Planning Division for a quote
Shipping and Handling Charges - Maps, Publications and Requests that require shipping		\$10.50	Y	I/D	January 1, 2011	
Workshop / Seminars / Events (as they arise)		Varies	Y	I	January 2016	

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**SOCIAL SERVICES DEPARTMENT – CHILDREN’S SERVICES**

**Per Diem Rate for Regional Directly Operated Child Care Centres (Note 1)**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Infant - Full Day	/child/day	\$52.00	N	I	September 1, 2017	Report 2017-COW-132
Toddlers - Full Day	/child/day	\$46.50	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Full Day	/child/day	\$43.00	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Part Day with Meal (AM or PM)	/child/day	\$33.50	N	I	September 1, 2017	Report 2017-COW-132
Preschool - Part Day (AM or PM)	/child/day	\$30.00	N	I	September 1, 2017	Report 2017-COW-132

Note 1: Includes the following Child Care Centres, Ajax, Edna Thomson, Clara Hughes, Lakewoods, Pickering and Whitby Child Care Centres.

**School Age Per Diem Rate for Regional Directly Operated Child Care Centres (Note 2)**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Full Day (Lakewoods Child Care Centre Only)	/child/day	\$41.50	N	I	September 1, 2017	Report 2017-COW-132
Full Day	/child/day	\$37.00	N	I	September 1, 2017	Report 2017-COW-132
Before and After School	/child/day	\$26.00	N	I	September 1, 2017	Report 2017-COW-132
After School	/child/day	\$20.00	N	I	September 1, 2017	Report 2017-COW-132
Before School	/child/day	\$16.00	N	I	September 1, 2017	Report 2017-COW-132

Note 2: includes the following Child Care Centres, Lakewoods Before and After, Sunderland and Clara Hughes Early Learning and Child Care Centres.

**The Regional Municipality of Durham - 2019 Fees and Charges  
SOCIAL SERVICES DEPARTMENT – CHILDREN’S SERVICES**

**Nursery School Program**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Sunderland (2 hour session)	/child/session	\$12.00	N	I	September 1, 2017	Report 2017-COW-132

**Other**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Processing of Dishonoured Payments	/payment	\$48.00	N	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges  
SOCIAL SERVICES DEPARTMENT – FAMILY SERVICES**

**Counselling Fee Schedule**

Annual Gross Income from all Sources *	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
\$20,000 and less	/hour	\$10.00	N	D	March 31, 2003	Report 2003-FSD-02
\$20,001 to \$30,000	/hour	\$30.00	N	D	March 31, 2003	Report 2003-FSD-02
\$30,001 to \$40,000	/hour	\$50.00	N	D	March 31, 2003	Report 2003-FSD-02
\$40,001 to \$50,000	/hour	\$70.00	N	D	March 31, 2003	Report 2003-FSD-02
\$50,001 to \$60,000	/hour	\$80.00	N	D	March 31, 2003	Report 2003-FSD-02
\$60,001 and above	/hour	\$90.00	N	D	March 31, 2003	Report 2003-FSD-02

\* Based on Gross Family Income minus \$2,191 for each dependent

Notes

- Counselling fees will be charged for a 50-minute counselling session and an additional fee will be charged for each 30-minute period thereafter. Pro-rated fees are charged for telephone contact lasting beyond 20 minutes.
- Fees considered too onerous by the client(s), can be appealed through their counsellor to FSD management.
- Clients of Ontario Works are exempt from paying fees to access services.
- Cancellation / Missed Appointment: If appointment is cancelled with counsellor within 24 hours of scheduled appointment, client may be charged/invoiced half of the negotiated fee, except in cases of emergency.

**Other**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
File Disclosure: For clients requesting their own file	Per vetted file	\$25.00	N	D	April 1, 2019	
File Disclosure: For 3rd parties requesting a client file	Per vetted file	\$100.00	N	D	March 1, 2013	
Processing of Dishonoured Payments	/payment	\$48.00	N	D	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges  
SOCIAL SERVICES DEPARTMENT – SERVICES FOR SENIORS**

**Accommodation rates at long-term care facilities**

Type	Description	Daily Rate \$ Excluding HST	Monthly Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Basic		\$60.78	\$1,848.73	N	D	July 1, 2018	*
Semi-Private	Residents occupying older beds or admitted to newer beds on/after July 1, 2012	\$69.11	\$2,102.10	N	D	July 1, 2018	*
	Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013	\$70.14	\$2,133.43	N	D	July 1, 2018	*
	Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014	\$71.19	\$2,165.36	N	D	July 1, 2018	*
	Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015	\$72.23	\$2,197.00	N	D	July 1, 2018	*
	Residents admitted to newer beds on/after July 1, 2015	\$73.27	\$2,228.63	N	D	July 1, 2018	*
Private	Residents occupying older beds or admitted to newer beds on/after July 1, 2012	\$79.52	\$2,418.74	N	D	July 1, 2018	*
	Residents admitted to newer beds on/after July 1, 2012 but prior to July 1, 2013	\$81.35	\$2,474.40	N	D	July 1, 2018	*
	Residents admitted to newer beds on/after July 1, 2013 but prior to September 1, 2014	\$83.17	\$2,529.76	N	D	July 1, 2018	*
	Residents admitted to newer beds on/after September 1, 2014 but prior to July 1, 2015	\$85.00	\$2,585.42	N	D	July 1, 2018	*
	Residents admitted to newer beds on/after July 1, 2015	\$86.82	\$2,640.78	N	D	July 1, 2018	*
Short-Stay	Respite Bed	\$39.34	N/A	N	D	July 1, 2018	*

\* Approved by Provincial Regulation

Notes

- There is no preferred accommodation surcharge for short-stay residents.
- Newer beds are classified as "A" according to ministry design standards and apply to Hillsdale Estates, Hillsdale Terraces, Lakeview Manor and Fairview Lodge.
- Long-stay residents (including exceptional circumstances) in basic accommodations may apply for a rate reduction.
- Residents in preferred accommodations are not eligible for rate reduction.

**The Regional Municipality of Durham - 2019 Fees and Charges  
SOCIAL SERVICES DEPARTMENT – SERVICES FOR SENIORS**

**Other**

Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
Meals on Wheels (MOW)	/meal	\$6.05	N	D	April 1, 2019
Cable TV	/month	\$25.46	N	I/D	
Adult Day Program - Consumer Fee (see notes)	/day	\$21.00	N	I	

Notes

- Subsidy is available for those who meet the criteria.
- Fee includes hot noon meal and snacks during the day.
- May be additional costs for outings/events.

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Ontario Drinking Water Regulation Packages**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Microbiological	Presence/Absence Test (P/A for TC, EC)	\$14.30	Y	I	January 1, 2019	Report 2018-COW-178
	Treated Water (P/A, HPC or BKD)	\$26.50	Y	I	January 1, 2019	Report 2018-COW-178
	Well Water/Raw/Reg.319 (TC, EC)	\$27.50	Y	I	January 1, 2019	Report 2018-COW-178
	Well Water/Treated/Distribution (TC, EC, HPC)	\$37.70	Y	I	January 1, 2019	Report 2018-COW-178
	Single test by membrane filtration (e.g. MFHPC, MFTC)	\$13.30	Y	I	January 1, 2019	Report 2018-COW-178
	Test for E. coli by membrane filtration	\$14.30	Y	I	January 1, 2019	Report 2018-COW-178
Inorganic Chemical -All Parameters required under Schedule 23	As, B, Ba, Cd, Cr, Hg, Sb, Se, U	\$80.60	Y	I	January 1, 2019	Report 2018-COW-178
All Parameters required under Schedule 23 plus additional metals	Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Hg, Mn, Mo, Ni, Pb, Sb, Se, U, Zn	\$80.60	Y	I	January 1, 2019	Report 2018-COW-178
Inorganic Ions required under Ontario Regulation 170/03	F, NO2, NO3, Na	\$79.60	Y	I	January 1, 2019	Report 2018-COW-178
Inorganic Ions required under Ontario Regulation 170/03 plus additional Ions	Hardness*, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO2, NO3, PO4, SO4	\$79.60	Y	I	January 1, 2019	Report 2018-COW-178
	Nitrite, Nitrate	\$52.00	Y	I	January 1, 2019	Report 2018-COW-178
	Sodium	\$34.70	Y	I	January 1, 2019	Report 2018-COW-178
	Fluoride	\$34.70				
	Lead testing as required under Ontario Regulation 170	\$35.70	Y	I	January 1, 2019	Report 2018-COW-178
	Lead testing as required under Ontario Regulation 243 - For Standing & Flushed	\$150.00	Y	I	January 1, 2019	Report 2018-COW-178

\* Calculation included (no charge)

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Ontario Drinking Water Regulation Packages (continued)**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Organic Chemical THMs (Trihalomethanes)	Bromodichloromethane (bromoform) dibromochloromethane (chloroform) THM (Total)	\$102.00	Y	I	January 1, 2019	Report 2018-COW-178
All Parameters required under Schedule 24	Includes all Parameters described under the following test CODES listed in this book - VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB	\$1,087.30	Y	I	January 1, 2019	Report 2018-COW-178
Combined Packages - York Region Drinking Water Package A	Includes DW2M (less TURB), Hg, B, Ba, U, VOC, OC, TRIAZ, OP, PHENAC, CHLORPHEN, CARBUREA, GLYPH, DIPARA, PCB	\$1,285.20	Y	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Microbiological Tests**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Ontario Regulation 170/03	Presence/Absence Test (P/A for TC, EC)	\$14.30	Y	I	January 1, 2019	Report 2018-COW-178
	Treated Water (P/A, HPC or BKD)	\$26.50	Y	I	January 1, 2019	Report 2018-COW-178
	Well Water/Raw/Reg.319 (TC, EC)	\$27.50	Y	I	January 1, 2019	Report 2018-COW-178
	Well Water/Treated/Distribution (TC, EC, HPC)	\$37.70	Y	I	January 1, 2019	Report 2018-COW-178
	Raw Water Intake, Municipal (TC, EC, BKD)	\$32.60	Y	I	January 1, 2019	Report 2018-COW-178
	Treated/Distribution Water (TC, EC, BKD, HPC)	\$42.80	Y	I	January 1, 2019	Report 2018-COW-178
	Single test by membrane filtration (e.g. MFHPC, MFTC)	\$13.30	Y	I	January 1, 2019	Report 2018-COW-178
	Test for E. coli by membrane filtration	\$14.30	Y	I	January 1, 2019	Report 2018-COW-178
New Mains	New Water Mains (TC, EC, BKD, HPC)	\$42.80	Y	I	January 1, 2019	Report 2018-COW-178
	New Water Mains (TC, EC, BKD, HPC)+Thiosulphate	\$70.00	Y	I	January 1, 2019	Report 2018-COW-178
Waste Water	E.coli (Final Effluent)	\$16.30	Y	I	January 1, 2019	Report 2018-COW-178
	E.coli (Sludge / Cake)	\$30.60	Y	I	January 1, 2019	Report 2018-COW-178
	Final Effluent (TC, EC)	\$30.60	Y	I	January 1, 2019	Report 2018-COW-178
	Final Effluent (TC, EC, FS)	\$40.80	Y	I	January 1, 2019	Report 2018-COW-178
	Microscopic Examination	\$100.00	Y	I	January 1, 2019	Report 2018-COW-178
Recreational Water	E.coli (Lake/Beach/Creek/Pond/River)	\$14.30	Y	I	January 1, 2019	Report 2018-COW-178
	Lakes / Bathing beaches (TC, EC, FS)	\$37.70	Y	I	January 1, 2019	Report 2018-COW-178
	Any Single Membrane Filtration Test (e.g. FC - MFFC, AE - MFAE, PS, SA etc.)	\$25.50	Y	I	January 1, 2019	Report 2018-COW-178
Raw and Treated Water	Algae Enumeration and Identification	\$100.00	Y	I	January 1, 2019	Report 2018-COW-178
	Algae by Microscopic Particulate Analysis	\$500.00	Y	I	January 1, 2019	Report 2018-COW-178
	Microcystin	\$153.00	Y	I	January 1, 2019	Report 2018-COW-178
	F Specific Coliphages	\$200.00	Y	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Microbiological Tests (continued)**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Mycology (Fungi)	Fungal Enumeration	\$25.00	Y	I	January 1, 2019	Report 2018-COW-178
	Fungal Identification (Consultation Required)	\$130.00	Y	I	January 1, 2019	Report 2018-COW-178
	Air Quality (Microbial - Bacteria, Yeasts & Molds)	\$75.00	Y	I	January 1, 2019	Report 2018-COW-178
	Enumeration of Bacteria, Yeast and Molds by RODAC plates (BHI & SAB/MEA)	\$75.00	Y	I	January 1, 2019	Report 2018-COW-178
Protozoa Testing	Cryptosporidium and Giardia (MBCG)	\$816.00	Y	I	January 1, 2019	Report 2018-COW-178
	Cryptosporidium, Giardia and Microscopic Particulate Analysis (MBCGMPA)	\$1,100.00	Y	I	January 1, 2019	Report 2018-COW-178
	Pigment Bearing Algae and Diatoms (MBPBAD)	\$500.00	Y	I	January 1, 2019	Report 2018-COW-178
	Cryptosporidium, Giardia and Pigment Bearing Algae and Diatoms (MBCGPBAD)	\$1,100.00	Y	I	January 1, 2019	Report 2018-COW-178
Sterility (Spore) Testing	Bacillus subtilis (DRY)	\$50.00	Y	I	January 1, 2019	Report 2018-COW-178
	Bacillus stearothermophilus (STEAM)	\$50.00	Y	I	January 1, 2019	Report 2018-COW-178
Other Bacteriological Groups	Private Wells (TC, EC)(Signed Report faxed next day)	\$76.50	Y	I	January 1, 2019	Report 2018-COW-178
	Iron Bacteria - Presence/Absence	\$75.00	Y	I	January 1, 2019	Report 2018-COW-178
	Sulphur Bacteria - Presence/Absence	\$75.00	Y	I	January 1, 2019	Report 2018-COW-178
	Iron & Sulphur Bacteria - Presence/Absence	\$125.00	Y	I	January 1, 2019	Report 2018-COW-178
	Enumeration for (TC, EC, FC, HPC, BKD, PS, AE or FS) per parameter	\$51.00	Y	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**General Inorganic Tests**

Description	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
pH, Conductivity, Alkalinity	\$27.50	\$32.60	Y	I	January 1, 2019	Report 2018-COW-178
Alkalinity	\$16.30	\$21.40	Y	I	January 1, 2019	Report 2018-COW-178
Conductivity	\$11.20	\$16.30	Y	I	January 1, 2019	Report 2018-COW-178
pH	\$11.20	\$16.30	Y	I	January 1, 2019	Report 2018-COW-178
Fluoride by Ion Selective Electrode	\$21.40	\$27.50	Y	I	January 1, 2019	Report 2018-COW-178
Total Residual Chlorine	\$11.20	\$19.40	Y	I	January 1, 2019	Report 2018-COW-178
Free Residual Chlorine	\$11.20	\$19.40	Y	I	January 1, 2019	Report 2018-COW-178
Colour	\$16.30	\$19.40	Y	I	January 1, 2019	Report 2018-COW-178
Turbidity	\$16.30	\$19.40	Y	I	January 1, 2019	Report 2018-COW-178
Biochemical Oxygen Demand (BOD5)	\$35.70	\$42.80	Y	I	January 1, 2019	Report 2018-COW-178
Carbonaceous Biochemical Oxygen Demand (cBOD5)	\$35.70	\$42.80	Y	I	January 1, 2019	Report 2018-COW-178
Chemical Oxygen Demand (COD)	\$31.60	\$37.70	Y	I	January 1, 2019	Report 2018-COW-178
Dissolved Organic Carbon (DOC)	\$29.60	\$37.70	Y	I	January 1, 2019	Report 2018-COW-178
Cyanide (Total)	\$40.80	\$47.90	Y	I	January 1, 2019	Report 2018-COW-178
Cyanide (Free)	\$40.80	\$47.90	Y	I	January 1, 2019	Report 2018-COW-178
Phenol	\$37.70	\$45.90	Y	I	January 1, 2019	Report 2018-COW-178
Sulphide (H2S)	\$37.70	\$45.90	Y	I	January 1, 2019	Report 2018-COW-178
Silicate (SiO3)	\$27.50	\$32.60	Y	I	January 1, 2019	Report 2018-COW-178

\* S/S/S = Sewerage, Sludge and Soil

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**General Inorganic Tests (continued)**

Description	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Dissolved Solids (DS)	\$35.70	N/A	Y	I	January 1, 2019	Report 2018-COW-178
Dissolved Solids, Ashed Dissolved Solids, Volatile Dissolved Solids**	\$26.50	N/A	Y	I	January 1, 2019	Report 2018-COW-178
Suspended Solids (SS)	\$15.30	\$17.30	Y	I	January 1, 2019	Report 2018-COW-178
Suspended Solids, Ashed Suspended Solids, Volatile Suspended Solids**	\$21.40	\$24.50	Y	I	January 1, 2019	Report 2018-COW-178
Total Solids (TS)	\$13.30	\$15.30	Y	I	January 1, 2019	Report 2018-COW-178
Total Solids, Ashed Total Solids, Volatile Total Solids**	\$19.40	\$21.40	Y	I	January 1, 2019	Report 2018-COW-178
Dissolved Solids, Suspended Solids, Total Solids	\$35.70	\$42.80	Y	I	January 1, 2019	Report 2018-COW-178
Total Oil & Grease	\$53.00	\$63.20	Y	I	January 1, 2019	Report 2018-COW-178
Total / Mineral / Animal & Vegetable** Oil & Grease	\$80.60	\$96.90	Y	I	January 1, 2019	Report 2018-COW-178
Volatile Acids	\$30.60	\$30.60	Y	I	January 1, 2019	Report 2018-COW-178
Moisture	N/A	\$19.40	Y	I	January 1, 2019	Report 2018-COW-178

\* S/S/S = Sewerage, Sludge and Soil

\*\* Calculation included (no charge)

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**General Inorganic Tests (continued)**

Description	Test For	Water Rate \$ Excluding HST	S/S/S * Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Ion Chromatography	Hardness**, Ca, Mg, Na, K, Ammonia, F, Cl, Br, NO <sub>2</sub> , NO <sub>3</sub> , PO <sub>4</sub> , SO <sub>4</sub>	\$79.60	\$95.90	Y	I	January 1, 2019	Report 2018-COW-178
	F, Cl, Br, NO <sub>2</sub> , NO <sub>3</sub> , NO <sub>2</sub> +NO <sub>3</sub> , PO <sub>4</sub> , SO <sub>4</sub>	\$52.00	\$62.20	Y	I	January 1, 2019	Report 2018-COW-178
	Hardness**, Ca, Mg, Na, K, Ammonia	\$52.00	\$62.20	Y	I	January 1, 2019	Report 2018-COW-178
	Any One of the Above Single Elements by IC	\$34.70	\$40.80	Y	I	January 1, 2019	Report 2018-COW-178
Nutrients by Segmented Flow Analyzer	NH <sub>3</sub> +NH <sub>4</sub> , PO <sub>4</sub> , NO <sub>2</sub> , NO <sub>2</sub> +NO <sub>3</sub> , TKN, TP	\$98.90	\$118.30	Y	I	January 1, 2019	Report 2018-COW-178
	NH <sub>3</sub> +NH <sub>4</sub> , PO <sub>4</sub> , NO <sub>2</sub> , NO <sub>2</sub> +NO <sub>3</sub>	\$59.20	\$70.40	Y	I	January 1, 2019	Report 2018-COW-178
	TKN, TP	\$59.20	\$70.40	Y	I	January 1, 2019	Report 2018-COW-178
	Any One of the Above Single Nutrients by SFA	\$38.80	\$46.90	Y	I	January 1, 2019	Report 2018-COW-178
	Ultra Low Dissolved PO <sub>4</sub> (clean water only)	\$66.30	N/A				
Metals	Mercury (Hg) by Cold Vapour AA	\$35.70	\$42.80	Y	I	January 1, 2019	Report 2018-COW-178
	Acid Soluble Metals by ICP (Al, Fe, Mn, Pb, Zn)	\$40.80	-	Y	I	January 1, 2019	Report 2018-COW-178
	Cation Scan by ICP (B, Ba, Be, Ca, K, Li, Mg, Na, SiO <sub>3</sub> , Sr, U)	\$40.80	-	Y	I	January 1, 2019	Report 2018-COW-178
	Heavy Metals Scan by ICP (Water) (Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Se, Sb, Zn)	\$54.10	\$64.30	Y	I	January 1, 2019	Report 2018-COW-178
	Heavy Metals Scan by ICP (Sewage / Sludge / Soil) (As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn)	-	\$64.30	Y	I	January 1, 2019	Report 2018-COW-178
	Regulation 170 - Metals (Al, As, B, Ba, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, U, Zn)	\$76.50	-	Y	I	January 1, 2019	Report 2018-COW-178
	Any One of the Above Single Metals by ICP-OAS or ICP-MS	\$35.70	\$42.80	Y	I	January 1, 2019	Report 2018-COW-178
	Lead testing as required under O.Reg. 170	\$35.70	-	Y	I	January 1, 2019	Report 2018-COW-178
	Lead testing as required under O.Reg. 243	\$75.00	-	Y	I	January 1, 2019	Report 2018-COW-178

Other elements such as (Ag, Ti, V, Tl, etc.) are available as single element requests.

\* S/S/S = Sewerage, Sludge and Soil

\*\* Calculation included (no charge)

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Inorganic Monitoring Packages**

**Drinking Water**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Package #1	pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*	\$96.90	Y	I	January 1, 2019	Report 2018-COW-178
Package #2	(colour, turbidity, Al, Fe, Mn, Pb, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$149.90	Y	I	January 1, 2019	Report 2018-COW-178
Package #2 with expanded metals	(colour, turbidity, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn) (pH, conductivity, alkalinity, chloride, fluoride, bromide, nitrite, nitrate, phosphate, sulphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, ionic balance*, total anions*, total cations*, calculated dissolved solids*, calculated conductivity*, langelier index*)	\$174.40	Y	I	January 1, 2019	Report 2018-COW-178
Package #3 with expanded metals	Colour, (Al, Sb, As, Ba, B, Cd, Cr, Co, Cu, Fe, Pb, Mn, Mo, Ni, Se, U, Zn), Hg, pH, Conductivity, Alkalinity, (Ca, Mg, K, Na, NH3, Hardness*)(Br, Cl, R, NO2, NO3, [NO2+NO3]*, SO4, PO4), DOC, TKN	\$262.20	Y	I	January 1, 2019	Report 2018-COW-178

\*Calculation included (no charge)

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Inorganic Monitoring Packages (continued)**

**Landfill Monitoring**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Surface Water	BOD, COD, colour, phenol, total solids, suspended solids, dissolved solids*, pH, conductivity, alkalinity, fluoride, chloride, bromide, nitrite, nitrate, sulphate, phosphate, calcium, magnesium, sodium, potassium, ammonia, hardness*, total cations*, total anions*, ionic balance*, calculated dissolved solids*, calculated conductivity*, langelier index*, dissolved organic carbon, total kjeldahl nitrogen, total phosphorus, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$370.30	Y	I	January 1, 2019	Report 2018-COW-178
Filtration of Raw Landfill samples		\$35.70	Y	I	January 1, 2019	Report 2018-COW-178

\*Calculation included (no charge)

**Sewer Use – By-law**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Complete Inorganic Package	BOD, suspended solids, total kjeldahl nitrogen, total phosphorus, pH, fluoride sulphate, phenol, cyanide, Total/Mineral/Animal & Vegetable Oil & Grease, Hg, Ag, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Sn, Ti, Zn	\$475.00	Y	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Inorganic Monitoring Packages (continued)**

**Sewage and Industrial Waste**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Monitoring Package #1	BOD5, suspended solids	\$42.80	Y	I	January 1, 2019	Report 2018-COW-178
Monitoring Package #2	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus	\$100.00	Y	I	January 1, 2019	Report 2018-COW-178
Monitoring Package #2 plus Metals	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$161.20	Y	I	January 1, 2019	Report 2018-COW-178
Monitoring Package #3	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate	\$149.90	Y	I	January 1, 2019	Report 2018-COW-178
Monitoring Package #3 plus Metals	BOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$211.10	Y	I	January 1, 2019	Report 2018-COW-178
Monitoring Package #4 plus Metals	BOD5, CBOD5, susp. solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. phosphate, pH, Al, As, Cd, Co, Cr, Cu, Fe, Mn, Mo, Ni, Pb, Sb, Se, Zn	\$262.10	Y	I	January 1, 2019	Report 2018-COW-178

\* Calculation included (no charge)

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Inorganic Monitoring Packages (continued)**

**Sludge**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Monitoring Package #1	total solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate	\$116.30	Y	I	January 1, 2019	Report 2018-COW-178
Monitoring Package #1 plus Metals	total solids, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium, nitrite, nitrite + nitrate, diss. Phosphate, Hg, As, Cd, Co, Cr, Cu, Mo, Ni, Pb, Se, Zn	\$177.50	Y	I	January 1, 2019	Report 2018-COW-178
Monitoring Package #2 (Agrisludge)	total solids, ashed total solids, volatile total solids*, total kjeldahl nitrogen, total phosphorus, ammonia + ammonium nitrite + nitrate, Hg, As, Cd, Co, Cr, Cu, K, Mo, Ni, Pb, Se, Zn	\$204.00	Y	I	January 1, 2019	Report 2018-COW-178

\* Calculation included (no charge)

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Organic Monitoring Packages**

**Drinking / Surface / Ground Water and Wastewater**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
THMs (Trihalomethanes)	bromodichloromethane (bromoform) dibromochloromethane (chloroform) THM (Total)	\$102.00	Y	I	January 1, 2019	Report 2018-COW-178
BTEX by Purge & Trap GC/MS	benzene; m, p-xylene; toluene; Ethylbenzene; O-xylene	\$80.60	Y	I	January 1, 2019	Report 2018-COW-178
Taste & Odour	geosmin; 2-isobutyl-3-methoxypyrazine; 2,3,6- trichloroanisole; 2-methylisoborneol (MIB); 2-isopropyl-3- methoxypyrazine; 2,4,6-trichloroanisole	\$250.00	Y	I	January 1, 2019	Report 2018-COW-178
Haloacetic Acids (Disinfection By- Products)	bromochloroacetic acid; dichloroacetic acid; monochloroacetic acid; dibromoacetic acid; monobromoacetic acid ;trichloroacetic acid	\$198.90	Y	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Organic Monitoring Packages (continued)**

**Drinking / Surface / Ground Water and Wastewater (continued)**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Volatile Organic Compounds	benzene; bromodichloromethane; bromoform; bromomethane; carbon tetrachloride; chlorobenzene; chlorodibromomethane; chloroethane; chloroform; chloromethane; tetrachloroethylene (perchloroethylene); 1,2-dibromoethane (ethylene dibromide); 1,2-dichlorobenzene; 1,3-dichlorobenzene; 1,4- dichlorobenzene; 1,1-dichloroethane; 1,2-dichloroethane; 1,1-dichloroethylene; methyl tert-butyl ether (MTBE); methyl ethyl ketone (MEK); methyl isobutyl ketone (MIBK); 1,1,1,2- tetrachloroethane; cis-1,2-dichloroethylene; trans-1,2- dichloroethylene; dichloromethane; 1,2-dichloropropane; cis-1,3-dichloropropylene; trans-1,3-dichloropropylene; ethylbenzene; Styrene; 1,1,2,2-tetrachloroethane; toluene; 1,1,1-trichloroethane; 1,1,2-trichloroethane; trichloroethylene; trichlorofluoromethane; vinyl chloride; o-xylene; m, p-xylene; THM (Total); xylene (Total); 2- hexanone; acetone; 1,2,4-trichlorobenzene	\$128.50	Y	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Organic Monitoring Packages (continued)**

**Pesticide / Herbicide Analysis**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Organochlorine Pesticides	aldrin; a-BHC; b-BHC; g-BHC (Lindane); a-chlordane; g-chlordane; p,p' – DDD; p,p' – DDE; p,p' – DDT; o,p' – DDT; dieldrin; endosulphan I; endosulphan II; endosulphan sulphate; endrin; heptachlor; heptachlor epoxide; methoxychlor; mirex; oxychlordane; trifluralin; toxaphene	\$123.40	Y	I	January 1, 2019	Report 2018-COW-178
Triazine Herbicides	alachlor (Lasso); ametryn; atraton; atrazine; cyanazine (Bladex); desethyl atrazine; desethyl simazine; metolachlor; metribuzin (Sencor); prometon; prometryn; propazine; simazine	\$107.10	Y	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Organic Monitoring Packages (continued)**

**Pesticide / Herbicide Analysis (continued)**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Organophosphorus Pesticides	chlorpyrifos (Dursban); chlorpyrifos-methyl (Reldan); diazinon; dichlorvos; dimethoate; ethion; fenchlorphos (Ronnel); guthion (Azinphos-methyl); benzo(a)pyrene; malathion; methyl parathion; mevinphos (Phosdrin); parathion; phorate (Thimet); terbufos	\$107.10	Y	I	January 1, 2019	Report 2018-COW-178
Phenoxy Acid Herbicides	2,4-dichlorophenoxyacetic acid (2,4-D); bromoxynil; dicamba; diclofop-methyl; MCPA; picloram	\$161.20	Y	I	January 1, 2019	Report 2018-COW-178
Chlorophenols	2,4-dichlorophenol; 2,4,6-trichlorophenol; 2,3,4,6- tetrachlorophenol	\$161.20	Y	I	January 1, 2019	Report 2018-COW-178
Carbamate & Phenyl Urea Pesticides/Herbicides	Carbaryl; Diuron; Carbofuran; Triallate	\$239.70	Y	I	January 1, 2019	Report 2018-COW-178
Glyphosate		\$198.90	Y	I	January 1, 2019	Report 2018-COW-178
Diquat	Paraquat	\$198.90	Y	I	January 1, 2019	Report 2018-COW-178
PCB Analysis	Polychlorinated Biphenyls	\$80.60	Y	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Organic Monitoring Packages (continued)**

**Pesticide / Herbicide Analysis (continued)**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
PAHs (Polynuclear Aromatic Hydrocarbons) by GC/MSD	Acenaphthene; Acenaphylene; Anthracene; Benzo(a)anthracene; Benzo(a)pyrene; Benzo(b)fluoranthene; Benzo(g, h, i)perylene; Benzo(k)fluoranthene; 1-Chloronaphthalene; Chrysene; Dibenz(a, h)anthracene; Fluoranthene; Fluorene; Indeno (1,2,3-cd)pyrene; 1-Methylnaphthalene; 2-Methylnaphthalene; Naphthalene; Phenanthrene; Pyrene	\$229.50	Y	I	January 1, 2019	Report 2018-COW-178
Open Characterization (Semi-quantitative)	Volatiles (Scans for Volatile Organic Compounds)	\$250.00	Y	I	January 1, 2019	Report 2018-COW-178
	Extractables (Scans for Extractable Organic Compounds)	\$300.00	Y	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Organic Monitoring Packages (continued)**

**Sewer Use By-laws**

Description	Test For	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Industrial Sewer Use By-law Acid/Base/Neutral Compounds	di-n-butylphthalate; bis(2-ethylhexyl)phthalate; Polychlorinated Biphenyls	\$214.20	Y	I	January 1, 2019	Report 2018-COW-178
		\$80.60	Y	I	January 1, 2019	Report 2018-COW-178
Industrial Sewer Use By-law Volatile Organic Compounds	1,1,2,2, -tetrachloroethane; 1,2-dichlorobenzene; 1,4-dichlorobenzene; benzene; chloroform; cis-1,2-dichloroethylene; dichloromethane; ethylbenzene; methyl ethyl ketone (MEK); m/p-xylene; o-xylene; styrene; tetrachloroethylene; toluene; trans-1,3-dichloropropylene; trichloroethylene; xylene (Total)	\$134.60	Y	I	January 1, 2019	Report 2018-COW-178
Industrial Sewer Use By-law Nonylphenols & Ethoxylates (Subcontracted)	Nonylphenol; nonylphenol ethoxylates	Subcontractor's Rate	Y	I	January 1, 2019	Report 2018-COW-178
Durham/York/Peel Sewer Use By-law Organic Package*	1,1,2,2, -tetrachloroethane; 1,2-dichlorobenzene; 1,4-dichlorobenzene; benzene; chloroform; cis-1,2-dichloroethylene; dichloromethane; ethylbenzene; methyl ethyl ketone (MEK); di-n-butyl phthalate; PCB (Total); m/p-xylene; o-xylene; styrene; tetrachloroethylene; toluene; trans-1,3-dichloropropylene; trichloroethylene; xylene (Total); bis (2-ethylhexyl) phthalate	\$386.50	Y	I	January 1, 2019	Report 2018-COW-178

\* If nonyl phenol/nonyl phenol ethoxylates required, please request as add-on to package

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – ENVIRONMENTAL LABORATORY**

**Organic Monitoring Packages (continued)**

**Other Packages**

Description	Test For	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
Total Petroleum Hydrocarbons (TPH) in Water (Subcontracted)	This CCME method includes: a) BTEX-Purgeables by P&T GC/MS or HS GC/FID - gasoline range b) Extractables by GC/FID - diesel range c) Total Oil & Grease by Gravimetric - heavy oil range		Subcontractor's Rate	Y	I	January 1, 2019	Report 2018-COW-178
Legal Sample Fees and Legal storage fees	Sample submitted under legal chain of custody (to maintain an unbroken chain of custody for samples that may be used for litigation)	Per sample	\$255.00	Y	I	January 1, 2019	Report 2018-COW-178
	Extended storage for legal samples (longer than 30 days) (samples will be stored free of charge for 30 days from date of final report)	Per container per month	\$3.10	Y	I	January 1, 2019	Report 2018-COW-178
	Court testimony by Regional Environmental Laboratory staff	Per hour (including travel and wait time)	To be determined case-by-case	Y	I	January 1, 2019	Report 2018-COW-178
	Mileage for appearance	Per kilometre (actual)	\$0.55	Y	I	January 1, 2019	Report 2018-COW-178

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – SOLID WASTE MANAGEMENT**

**Solid Waste Management Fees and Charges**

Type	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge	Effective Date	Notes / Comments
<b>Blue Box Materials</b> For loads of 100% Blue Box materials only	Newspapers, glass bottles and jars, cardboard, metal and aluminum food and beverage containers, all plastic bottles with a twist off top, metal paint cans, metal aerosol cans, milk, juice and drink containers, tubs and lids	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7
<b>Household Hazardous Waste (HHW)</b> For loads of 100% Household Hazardous Waste only	Oil and oil filters, paints, propane tanks, batteries, antifreeze, etc.		No Charge					
<b>Waste Electronics and Electrical Waste</b> For loads of 100% Waste Electronics and Electrical only			No Charge					
<b>Used Tires</b> For loads of 100% Tires only	Limit of up to 4 tires per vehicle per day		No Charge					
<b>Bale Wrap</b> For loads of 100% Bale Wrap only	Must be delivered clean and free of debris		No Charge					
<b>Sign Recycling</b> For loads of 100% Signs only	Consisting of plastic film on wire, paperboard on wood, or corrugated plastic		No Charge					
<b>Waste Disposal</b> General residential and commercial garbage waste	For loads up to and including 40.00 kg minimum charge	/ vehicle / load	N/A	N	D	\$5.00		
	For loads over 40.00 kg	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – SOLID WASTE MANAGEMENT**

**Solid Waste Management Fees and Charges (continued)**

Type	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Minimum Charge	Effective Date	Notes / Comments
<b>Fill Material</b> For loads of 100% Fill Material only	For loads of soils, concrete and mixed construction materials	/ 1,000kg	\$250.00	N	D	N/A	July 1, 2019	Report 2019-COW-3
<b>Mixed Loads</b>	For loads of Blue Box, HHW Material, Bale Wrap, Tires and/or Electronics and Electrical in the same load as other waste	/ 1,000kg	\$125.00	N	D	N/A	July 1, 2016	Report 2016-J-7
	For Loads containing fill material	/ 1,000kg	\$250.00	N	D	N/A	July 1, 2019	Report 2019-COW-3
<b>When scales are not in service</b> A flat rate charge system will apply and staff will estimate the loads	For loads up to and including 40.00 kg, except for loads of 100% Blue Box, 100% Household Hazardous Waste and/or 100% Fill Material	/ vehicle / load	N/A	N	D	\$5.00		
	For loads estimated over 40.00 kg	/ 100kg	\$12.50	N	D	N/A	July 1, 2016	Report 2016-J-7
<b>Recycling Depot</b>	Blue Box sales	Each	Market Price	N	D	N/A		
	Green Bin sales	Each	Market Price	N	D	N/A		
	Backyard Composter sales	Each	Market Price	N	D	N/A		
<b>Integrated System</b>	Solid Waste Bag Tags (where bag limit is exceeded)	/ tag	\$2.50	N	D	N/A	May 1, 2014	

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**WORKS DEPARTMENT – GENERAL SERVICES**

**General Services Fees and Charges**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
1. Drawings	a) Engineering drawings	/drawing	\$10.00	Y	I	April 1, 2013
	b) Valve location drawings	/drawing	\$2.30	Y	I	April 1, 2013
	c) CAD File - Engineering Drawing	/drawing	\$22.00	Y	I	April 1, 2013
	d) Engineering Reports/Drawings - Digital Format on CD/DVD	/drawing	\$54.00	Y	I	April 1, 2013
	e) Environmental Study Reports (based on number of pages)		Various	Y	I	April 1, 2013
2. System Maps – Water, Sanitary and Storm Sewer	a) Digital pdf files of Regional Water System 1:5000 on CD	/file	\$113.00	Y	D	April 1, 2013
	Digital pdf files of Regional Sewer System 1:5000 on CD	/file	\$113.00	Y	D	April 1, 2013
	Digital pdf files of Regional Storm Sewer System 1:5000 on CD	/file	\$113.00	Y	D	April 1, 2013
	b) Water, Sanitary Sewer, Storm System maps 24"x36" Colour	/sheet	\$84.00	Y	D	April 1, 2013
	c) Water, Sanitary Sewer, Storm System maps 24"x36" b/w	/sheet	\$11.00	Y	D	April 1, 2013
3. Design	Design Guidelines (Criteria & Standards)		\$111.00	Y	D	April 1, 2013
	Design Guideline Revisions		\$23.00	Y	D	April 1, 2013

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – GENERAL SERVICES**

**General Services Fees and Charges (continued)**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
4. Standard Construction Specifications	a) Individual sheets	/sheet	\$0.50	Y	D	April 1, 2013
	b) Regional Sewer & Watermain Specifications	/set	\$11.00	Y	D	April 1, 2013
5. Contract Tender Documents			Various	Y		April 1, 2013
6. Topographical Maps (Contour)	Oshawa	/sheet	\$56.00	Y	D	April 1, 2013
	Port Perry, Brooklin, Whitby, Bowmanville, Newcastle, Port of Darlington, Uxbridge, Cannington, Beaverton and Sunderland	/sheet	\$17.00	Y	D	April 1, 2013
7. Curb Cutting		/metre	Actual Cost	N	D	April 1, 2013
		/foot	Actual Cost	N	D	April 1, 2013
	Minimum Charge		\$210.00	N	D	April 1, 2013
8. Curb Placement or Replacement			Actual Cost	N	D	April 1, 2013
9. Private Driveway Entrances (Culverts)	450 mm dia/7 m (18" dia/23' long)		\$3,600.00	N	D	April 1, 2016
	600 mm dia/7 m (24" dia/23' long)		\$3,900.00	N	D	April 1, 2016
	Per meter over 7 m (450 mm dia.)	/metre	\$244.00	N	D	April 1, 2013
	18" diameter	/foot	\$68.00	N	D	April 1, 2013
	Per meter over 7 m (600 mm dia.)	/metre	\$265.00	N	D	April 1, 2013
	24" diameter	/foot	\$78.00	N	D	April 1, 2013
	Culvert relocation & culverts over 600 mm in diameter or over 12.2 m long		Actual Cost	N	D	April 1, 2013

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – GENERAL SERVICES**

**General Services Fees and Charges (continued)**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
10. Weed inspectors be authorized to pay the following rates:	Weed cutting		Actual Cost	N	I	April 1, 2017
	Person with spraying equipment		Actual Cost	N	I	April 1, 2013
11. Payroll Burden	a) On regular labour		50%	N		April 1, 2013
	b) On overtime		10%	N		April 1, 2013
12. Administration Fee (Overhead)	a) Costs to be recovered by third parties (excluding area municipalities and other government agencies)		8%	N	I	April 1, 2017
	b) Costs related to capital and traffic signal installations/maintenance		Varies	N	I	April 1, 2017
13 a) Encroachments on Regional Roads	i) Stand alone or existing structures	Processing Charge	\$530.00	N	D	April 1, 2017
	plus yearly fee (five year term)	/year	\$100.00	N	D	April 1, 2014
	ii) Signs or canopies attached to buildings	Processing Charge	\$530.00	N	D	April 1, 2017
13 b) Encroachments on Sewer, Water, Road Easements	i) Release of portion of easement due to encroachment of structure plus legal, survey, registration fees plus extra costs to maintain remaining easement, if necessary, plus any increase in value of land, if applicable	Processing Charge	\$413.00	N	D	April 1, 2017
	ii) Release of all/portion of easement due to abandonment, plus legal, survey, registration fees, plus any increase in value of land, if applicable	Processing Charge	\$405.00	N	D	April 1, 2013

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**WORKS DEPARTMENT – GENERAL SERVICES**

**General Services Fees and Charges (continued)**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
14. Vendor Permits	License required by owner or occupants of property adjoining a highway to use the untraveled portion to sell goods by retail		\$56.00	N	D	April 1, 2013
15. Traffic Information	Signal timings (letter)	/intersection	\$85.00	Y	D	April 1, 2013
	Signal maintenance data (e-mail, other)	/search	\$65.00	Y	D	April 1, 2013
	Collision summary annual report (CD)	/ADT	\$80.00	Y	D	April 1, 2013
	3 year collision data	/collision	\$56.00	Y	D	April 1, 2013
	Collision diagram	/location	\$157.00	Y	D	April 1, 2013
	Signal drawings (on paper)	/print	\$58.00	Y	D	April 1, 2013
	Legal enquiries - signal timing	/enquiry	\$190.00	Y	D	April 1, 2013
	Legal enquiries - other	/hour	\$70.00	N	D	April 1, 2013
16. Municipal Consent	Municipal Consent processing fee		\$500.00	Y	I	April 1, 2018
17. Pavement Degradation Fees	Cost of Utility Trench Impact (m2)	Road Condition Index: 100-90	\$27.00	Y	I	April 1, 2013
		Road Condition Index: 89-80	\$23.00	Y	I	April 1, 2013
		Road Condition Index: 70-60	\$19.00	Y	I	April 1, 2013
		Road Condition Index: 59-50	\$12.00	Y	I	April 1, 2013
		Road Condition Index: <50	\$6.00	Y	I	April 1, 2013

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – GENERAL SERVICES**

**General Services Fees and Charges (continued)**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
18. Environmental Information		/site	\$128.00	Y	I	April 1, 2013
19. Road Occupancy	Special Events permit (with the exception of Charitable Organizations)		\$95.00	Y	D	April 1, 2013
20. Oversize Overweight Permit	Annual Permit	/year	\$150.00	N	D	April 1, 2013
	Single Trip Permit	/trip	\$100.00	N	D	April 1, 2013
	Project Permit	/project	\$200.00	N	D	April 1, 2013
	Security Deposit as determined by load / damage potential	Minimum	\$1,000.00	N	D	April 1, 2013

**The Regional Municipality of Durham - 2019 Fees and Charges**  
**WORKS DEPARTMENT – GENERAL SERVICES**

**General Services Fees and Charges (continued)**

**Engineering Fees (Total Costs of Works)**

Item	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
21. Subdivision Agreements	Less than \$100,000	3%	N	D	April 1, 2017
	\$100,001 - \$200,000	\$3,000 on first \$100,000 & 2.50% on next \$100,000	N	D	April 1, 2013
	\$200,001 - \$500,000	\$5,500 on first \$200,000 & 2.25% on next \$300,000	N	D	April 1, 2013
	\$500,001 - \$1,000,000	\$12,250 on first \$500,000 & 2.00% on next \$500,000	N	D	April 1, 2013
	\$1,000,001 - \$2,000,000	\$22,250 on first \$1,000,000 & 1.50% on next \$1,000,000	N	D	April 1, 2013
	\$2,000,001 - \$4,000,000	\$37,250 on first \$2,000,000 & 1.20% on next \$2,000,000	N	D	April 1, 2013
	Minimum Charge	\$255.00	N	D	April 1, 2017
22. Servicing Agreements	Less than \$100,000	3%	N	D	April 1, 2017
	\$100,001 - \$200,000	\$3,000 on first \$100,000 & 2.50% on next \$100,000	N	D	April 1, 2013
	\$200,001 - \$500,000	\$5,500 on first \$200,000 & 2.25% on next \$300,000	N	D	April 1, 2013
	\$500,001 - \$1,000,000	\$12,250 on first \$500,000 & 2.00% on next \$500,000	N	D	April 1, 2013
	\$1,000,001 - \$2,000,000	\$22,250 on first \$1,000,000 & 1.50% on next \$1,000,000	N	D	April 1, 2013
	\$2,000,001 - \$4,000,000	\$37,250 on first \$2,000,000 & 1.20% on next \$2,000,000	N	D	April 1, 2013
	Minimum Charge	\$255.00	N	D	April 1, 2017

**The Regional Municipality of Durham - 2019 Fees and Charges  
WORKS DEPARTMENT – GENERAL SERVICES**

**General Services Fees and Charges (continued)**

**Telecommunications Equipment – Installation on Regional Sites, Infrastructure and Facilities**

Item	Description	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date
23 a) Site Licenses - tower constructed on Regional site	i) Application fee	\$2,612.00	N	D	April 1, 2019
	ii) Annual license fee	\$23,486.00	Y	D	April 1, 2019
	iii) Application fee for modifications to existing towers	\$2,612.00	N	D	April 1, 2019
	An increase to the annual license fee of 25% per carrier will apply for each additional carrier utilizing the tower	\$5,872.00	Y	D	April 1, 2019
23 b) Site License - antenna installed on Regional facility/infrastructure	i) Application fee	\$2,612.00	N	D	April 1, 2019
	ii) Annual license fee for site access	\$13,048.00	Y	D	April 1, 2019
	iii) Annual fee per antenna installed	\$849.00	Y	D	April 1, 2019
	iv) Application fee for modifications to existing antenna	\$2,612.00	N	D	April 1, 2019

The fees will increase each year for the term of the agreement by a rate of 3% per annum.

**House Inspections and Election Signs**

Item	Description	Unit	Rate \$ Excluding HST	HST Applicable (Y/N)	Invoice (I) / Direct Charge (D)	Effective Date	Notes / Comments
24. House Inspection Fee		/location	\$250.00	N	I	April 1, 2013	
25. Election Signs	Removal of a sign by the Region	/sign	\$60.00	N	I	June 13, 2018	By-law 21-2018
	Storage of a sign by the Region	/day	\$5.00	N	I	June 13, 2018	By-law 21-2018

**The Regional Municipality of Durham**

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