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# The Regional Municipality of Durham Report

To: The Committee of the Whole  
 From: Commissioner of Finance  
 Report: #2017-COW-37  
 Date: February 1, 2017

**Subject:**

The 2017 Regional Business Plans and Budgets for Property Tax Purposes, including General Purpose, Solid Waste Management and Durham Region Transit.

**Recommendations:**

THAT Committee of the Whole recommends to Regional Council that:

**2017 General Purpose Property Tax Business Plans and Budgets**

- A) The 2017 Business Plans and Property Tax Budgets for General Purposes (excluding Durham Region Transit and Solid Waste Management) be approved, at a total net property tax requirement of \$526,082,000, as detailed within the 2017 Regional Business Plans and Budgets, which are highlighted in Attachment #1 to this report and summarized as follows:

	<b>2017 Tax Requirements (\$000s)</b>
<b>Regional Operations</b>	
Departmental Operations	229,861
Regional Roads Reserve – Growth	12,549
Regional Roads – Rehabilitation Reserve Fund	23,650
Regional Bridges – Rehabilitation Reserve Fund	5,525
<b>Total Regional Operations</b>	<b>271,585</b>
<b>Police Services</b>	193,124
<b>Provincial Download Service Costs</b>	47,087
<b>Conservation Authorities</b>	7,484
<b>Special Contributions</b>	
Regional Land Acquisition Reserve Fund	935
Special Contribution - Hospitals	4,060
- Durham College	350
<b>Total Special Contributions</b>	<b>5,345</b>
<b>SUBTOTAL</b>	<b>524,625</b>
<b>Adjustment to 2017 Assessment Base</b>	<b>1,457</b>
<b>TOTAL GENERAL PROPERTY TAX PURPOSES</b>	<b>526,082</b>

Note: Excludes Durham Region Transit and Solid Waste Management

B) The 2017 Net Major Tangible Capital Asset Program for General Property Tax Purposes (excluding Solid Waste, Durham Region Transit and Conservation Authorities' requirements) in the amount of \$83,761,000 be approved, and the 2018 to 2026 Capital Forecast in the amount of \$1,337,768,000 as detailed in the following table be received for information purposes only and subject to future approvals.

## GENERAL PURPOSES

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

	Recommended	Forecast					2022-2026	Total 2018-2026
		2017	2018	2019	2020	2021		
<b>Police Service</b>								
Operations Training Centre - Phase 2	-	-	1,610	23,000	-	-	24,610	
Facility Repairs & Renovations	415	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	-	54,470	-	-	-	-	54,470	
Durham Northwest Seaton	-	-	-	-	2,013	26,738	28,751	
North Division Expansion	-	-	-	-	221	2,941	3,162	
Central East Facility	-	-	-	-	-	50,000	50,000	
<b>Police Service sub-total</b>	<b>415</b>	<b>55,470</b>	<b>2,610</b>	<b>24,000</b>	<b>3,234</b>	<b>84,679</b>	<b>169,993</b>	
<b>Paramedic Service</b>								
Ambulance Stations - Seaton	-	-	3,100	-	-	-	3,100	
- Clarington	-	400	300	3,800	-	-	4,500	
- Uxbridge	-	500	250	-	4,500	-	5,250	
Facility Improvements	-	302	300	-	-	-	602	
Ambulances & Equipment - Growth Related	217	70	494	70	469	1,198	2,301	
Ambulances & Equipment Replacement	1,964	3,946	2,034	2,237	2,360	14,745	25,322	
<b>Paramedic Service sub-total</b>	<b>2,181</b>	<b>5,218</b>	<b>6,478</b>	<b>6,107</b>	<b>7,329</b>	<b>15,943</b>	<b>41,075</b>	
<b>Health &amp; Social Services</b>								
Edna Thomson Relocation	-	1,150	-	-	-	-	1,150	
Seaton Facility	-	-	8,300	-	-	-	8,300	
<b>Social Services sub-total</b>	<b>-</b>	<b>1,150</b>	<b>8,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,450</b>	
<b>Headquarters Expansion</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>	<b>-</b>	<b>120,000</b>	
<b>Works Operations</b>								
Regional Roads Program	81,165	96,720	99,360	106,610	108,705	585,855	997,250	
<b>Works operations sub-total</b>	<b>81,165</b>	<b>96,720</b>	<b>99,360</b>	<b>106,610</b>	<b>108,705</b>	<b>585,855</b>	<b>997,250</b>	
<b>TOTAL TCA REQUIREMENTS</b>	<b>83,761</b>	<b>158,558</b>	<b>116,748</b>	<b>136,717</b>	<b>239,268</b>	<b>686,477</b>	<b>1,337,768</b>	

- C) Financing for the 2017 Net Major Tangible Capital Asset Program for **General Property Tax Purposes** in the net amount of \$83,761,000 be approved as follows:

<b>GENERAL PURPOSES</b>	<b>2017 CAPITAL FINANCING (\$000's)</b>			
	<b><u>Police</u></b>	<b><u>Paramedic</u></b>	<b><u>Roads</u></b>	<b><u>Total</u></b>
Property Taxes	415	2,181	6,160	<b>8,756</b>
Development Charges	-	-	35,475	<b>35,475</b>
Rehabilitation / Special Road Reserve Funds	-	-	39,336	<b>39,336</b>
Other	-	-	194	<b>194</b>
<b>Total Financing</b>	<b>415</b>	<b>2,181</b>	<b>81,165</b>	<b>83,761</b>

### **Contributions for Regional Roads and Bridges**

- D) A 2017 contribution of \$12,549,000 to the **Regional Roads Reserve – Growth** be authorized to allow for financing of Road Capital Construction Projects.
- E) A 2017 contribution of \$23,650,000 to the **Regional Roads Rehabilitation Reserve Fund** be authorized to assist with roads rehabilitation requirements.
- F) A 2017 contribution of \$5,525,000 to the **Regional Bridges Rehabilitation Reserve Fund** be authorized to assist with bridge rehabilitation requirements.

### **Provincial Download Services Costs**

- G) The 2017 Provincial Download Services Costs Budget be approved as part of the 2017 Regional General Purposes property tax requirement in the total amount of \$47,087,000, including a provision of \$5,266,000 for the 2017 Durham Regional Local Housing Corporation Business Plan and Budget.

### **Conservation Authorities**

- H) Funding totaling \$5,663,000 for operations and \$1,622,000 for 2017 Special Projects be approved for the **Region's five Conservation Authorities** with Special Projects funding provided as summarized below:

Toronto and Region Conservation Authority*	\$802,000
Ganaraska Region Conservation Authority	225,000
Lake Simcoe Region Conservation Authority	463,000
Kawartha Region Conservation Authority	132,000
<b>Total Conservation Authority Special Projects</b>	<b>\$1,622,000</b>

\* includes \$42,371 for New Headquarters Facility

- I) The York/Peel/Durham/Toronto Groundwater Management Initiatives be continued in 2017 at a funding level of \$175,000 for ongoing groundwater protection initiatives jointly funded with the City of Toronto and York and Peel Regions.
- J) The special funding request from CLOCA in the amount of \$150,000 for Phase 1 of the Relocation of the Lynde Shores Parking Area be referred to Regional staff to work with CLOCA to coordinate and ensure efficiencies with the Region's current capital projects in the area and that any Regional contribution required for this work be provided from the Regional Land Acquisition Reserve Fund subject to project completion and the accountability of project costs.
- K) The special funding request from Lake Simcoe Conservation Authority in the amount of \$24,000 for Phase Two of Three for the Scanlon Creek Operations Centre Infrastructure Maintenance project be approved subject to the accountability of project costs incurred and project completion, and funding be provided from the Regional Land Acquisition Reserve Fund.
- L) A contribution of \$935,000 to the Regional Land Acquisition Reserve Fund be authorized to assist in financing requests for funding received from the five Conservation Authorities to acquire environmentally sensitive lands within the Region, based on eligibility criteria per the approved Regional Land Acquisition Reserve Fund Policy.

### **Solid Waste Management 2017 Business Plan and Budget**

- M) The 2017 Business Plan and Budget for Solid Waste Management at a net property tax requirement of \$43,484,000 be approved per the detailed 2017 Solid Waste Management Business Plan and Budget.
- N) The Solid Waste Management Capital Forecast for the period 2018 to 2026 in the amount of \$94,349,000 as detailed below be received for information purposes only and subject to additional future approvals.

SOLID WASTE MANAGEMENT	TANGIBLE CAPITAL ASSET REQUIREMENTS (\$000's)						
	Recommended	Forecast					Total
	2017	2018	2019	2020	2021	2022-2026	2018-2026
Landfill Remediation / Reclamation	-	3,269	-	780	750	2,050	6,849
New Waste Transfer and Processing Facility	-	7,000	-	-	-	-	7,000
Organics Plan / Anaerobics Digestion	800	72,000	-	-	-	-	72,000
Enhancement of Optical Sorting Equipment at MRF	2,000	-	-	-	-	-	-
Seaton Waste Management Facility - Pickering	-	-	-	8,500	-	-	8,500
<b>TOTAL TCA REQUIREMENTS</b>	<b>2,800</b>	<b>82,269</b>	<b>-</b>	<b>9,280</b>	<b>750</b>	<b>2,050</b>	<b>94,349</b>

## Durham Region Transit 2017 Business Plan and Budget

- O) The 2017 Business Plan and Budget for Durham Region Transit be approved at a total net property tax requirement of \$51,900,000, as detailed in the 2017 Durham Region Transit Business Plan and Budget.
- P) The 2017 Major Tangible Capital Assets Expenditure Program for Durham Region Transit be approved in the gross amount of \$29,879,000 and the Capital Forecast for the period 2018 to 2026 (totalling \$195,006,000), as summarized below be received for information purposes only and subject to future approvals:

DRT Capital Forecast	2017		2018		2019		2020		2021		2022-2026		Total (2018-2026)	
	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)	#	(\$000's)
<b>Capital Expenditures</b>														
Growth Related Vehicles	3	435	9	3,796	2	1,017	6	2,743	11	5,287	31	15,151	59	27,994
Replacement Vehicles	18	7,447	17	6,546	16	6,322	18	6,432	17	6,357	88	32,099	156	57,756
Bus Refurbishments	5	1,010	17	3,226	9	1,665	9	1,665	9	1,665	45	8,325	89	16,546
Facilities														
Future Facility	-	-	-	5,000	-	50,000	-	-	-	100	-	-	-	55,100
Seaton	-	-	-	-	-	-	-	-	-	-	-	25,000	-	25,000
Raleigh Facility	-	7,450	-	-	-	-	-	-	1,000	-	-	-	-	1,000
Other	-	703	-	12	-	66	-	-	112	-	125	-	-	315
<b>Sub total</b>	-	8,153	-	5,012	-	50,066	-	-	-	1,212	-	25,125	-	81,415
System Improvements	169	2,444	39	1,327	294	2,758	31	951	51	1,266	171	4,993	586	11,295
PTIF-Road Related	-	10,390	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>195</b>	<b>29,879</b>	<b>82</b>	<b>19,907</b>	<b>321</b>	<b>61,828</b>	<b>64</b>	<b>11,791</b>	<b>88</b>	<b>15,787</b>	<b>335</b>	<b>85,693</b>	<b>890</b>	<b>195,006</b>

- Q) Financing for the 2017 Capital Expenditure Program for Durham Region Transit in the gross amount of \$29,879,000 be approved as follows:

SOURCE OF FINANCING	2016 \$(000's)	2017 \$(000's)	Change \$(000's)
Property Taxes	1,184	1,184	-
Development Charges	15	35	20
Ontario Gas Tax	6,705	6,599	(106)
Debt	0	3,725	3,725
Public Transit Infrastructure Fund	0	14,331	14,331
Quick Win Phase 1 Hwy 2 BRT	0	2,600	2,600
Other	0	1,405	1,405
<b>TOTAL CAPITAL FINANCING</b>	<b>7,904</b>	<b>29,879</b>	<b>21,975</b>

## Financial Management and Accountability

- R) The Listing of 2017 Regional Fees and Charges, as set forth in the 2017 Regional Business Plans and Budgets be approved and made available to the public and all applicable By-laws be amended accordingly.
- S) Based upon the 2017 Regional Business Plans and Budgets as recommended herein, the Commissioner of Finance be authorized to set **2017 Regional Property Tax Rates for General Purpose, Solid Waste Management and Durham Region Transit** and approval be granted for the requisite By-laws.

- T) **Capital project approval** be granted for expenditures and financing per the 2017 Capital Project Detail pages within the 2017 Regional Business Plans and Budgets where contract awards are consistent with the Regional Budget Management Policy.
- U) For any Regional program change or capital expenditure included within the 2017 Regional Business Plans and Budgets which is proposed to be financed in whole, or in part, from **Provincial subsidies or related revenues**, neither staffing, capital nor other related Regional expenditures be committed until such time as adequate written confirmation is received from the respective provincial ministry to commit to the subsidy or related revenues (Committee of the Whole and Regional Council will be advised accordingly, consistent with the Regional Budget Management Policy).
- V) All business case applications for subsidy or other related funding from senior levels of government or external organizations with respect to Region-operated programs be coordinated with the Region's Finance Department to ensure corporate financial accountability and requirements in expenditure management and financial reporting are met.
- W) Funding totaling \$83,800 be approved within the Finance Department's 2017 Business Plan and Budget for **COMRA** (up to \$41,900) and the **Pickering Auxiliary Rescue Association** (up to \$41,900) to be administered by the Finance Department in consultation with the Durham Regional Police Service based upon services rendered.
- X) The reporting of the '**Impact of Excluded Expenses**' for tangible capital asset **amortization, post-employment benefits and solid waste landfill** closure/post-closure expenses be adopted, per requirements under Ontario Regulation 284/09 of the *Municipal Act 2001* and the Public Sector Accounting Board (PSAB).

ESTIMATED IMPACT OF EXCLUDED EXPENSES  
ON ACCUMULATED SURPLUS  
FOR THE 2017 BUSINESS PLANS AND BUDGETS  
(\$000's)

	<u>2016</u>	<u>2017</u>
	\$	\$
<u>PSAB Additions to Budget</u>		
Tangible Capital Asset Amortization	115,200	120,601
Post-Employment Benefit Expense	13,309	8,087
Landfill Closure/Post Closure - Increase in Liability	5	2,127
<b>Total PSAB Additions</b>	<u>128,514</u>	<u>130,815</u>
<u>PSAB Reductions to Budget</u>		
Tangible Capital Asset Acquisition	(351,153)	(291,822)
Debt Principal Payments	(31,245)	(56,921)
<b>Total PSAB Reductions</b>	<u>(382,398)</u>	<u>(348,743)</u>
<b>Net Impact - (Increase) to Accumulated Surplus</b>	<u>(253,884)</u>	<u>(217,928)</u>



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## 1. Highlights:

- This report provides key recommendations regarding the 2017 Regional Property Tax Business Plans and Budgets for General Purposes, Solid Waste Management and Durham Region Transit. The recommendations herein represent the culmination of a significant effort by Regional staff to continue strategic priorities while meeting the 2017 property tax guidelines approved by Regional Council (Report #2016-COW-41).

	<b><u>Recommended 2017 Budget</u></b>	<b>2017 Increase (\$ millions)</b>	<b>Tax Impact (per cent)</b>
Police Services		5.63	0.94
Durham Region Transit		3.40	0.57
Conservation Authorities		0.13	0.02
Solid Waste Management		(0.89)	(0.15)
Regional Operations and Other		12.65	2.11
Special Contributions		0.08	0.01
		21.00	3.50
Assessment Growth – Budgetary			(1.40)
Assessment Growth – Reassessment Mitigation			(0.30)
Property Taxpayer Impact			1.80

- The recommended 2017 Regional Business Plans and Budgets represents a net property tax budgetary increase of 1.8 per cent or approximately \$45 for the Region-wide average residential home after assessment growth.
- The 2016 Budget allocated a portion of the assessment growth to offset expected adjustments to the assessment base in the future as a result of the significant non-residential assessment appeals. There still remains large non-residential assessment appeals. The continuation of this provision in 2017 will help to mitigate against further taxation shifts to the residential sector.
- In addition, a portion (0.3 per cent) of assessment growth has been used to mitigate the significant reassessment impact many of the Region's property tax payers will experience in 2017, the first year of the reassessment.

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- The recommended 2017 property tax increase of 1.8 per cent achieves an affordable and competitive tax increase for businesses and residential property owners and will provide funding to maintain existing levels of services with program enhancements in priority areas.
  - The \$21.0 million net budgetary increase in 2017 is the result of both base and program changes. The 2017 base budget changes include pricing, inflationary, contractual and economic increases in addition to enhancements approved by Regional Council within the 2016 Budget, including:
    - Annualization of 41 positions approved in the 2016 budget:
      - Works General Tax and Works Solid Waste Management (12.067 positions) (\$663,000)
      - Durham Region Transit (seven positions) (\$404,000)
      - Paramedic Services (five positions) (\$306,000)
      - Hillsdale Estates (five positions) (\$201,000)
      - Social Assistance (two positions) (\$99,000)
      - Children's Services (two positions) (\$118,000)
      - Chief Administrative Office, Economic Development, Family Services, Public Health , Corporate Services – Human Resources, (one position each) (\$237,000)
      - Finance (two positions) (\$100,000)
    - Annualization of the 2016 service plan adjustments for Durham Region Transit (\$475,300 excluding \$345,600 in full-time operator costs captured in the position annualizations summarized above)
  - The recommended 2017 Business Plans and Budgets accommodate the following:
    - Additional 36 new positions at a cost for 2017 of \$2.0 million (\$3.7 million annualized);
    - Transit increases for conventional service adjustments (\$0.2 million), costs resulting from the new transit services contract for both recovery time and for the delivery of service (\$1.4 million), partial year operating costs for the New Raleigh Maintenance Facility (\$0.4 million), and the provision of \$29.9 million in capital requirements (replacement buses, growth related vehicles, system improvements);
    - Construction of Municipal Services for Roads/Bridges of \$81.2 million, including \$6.1 million for bridges, \$39.0 million for road expansion projects, \$23.5 million for Road Rehabilitation; \$5.7 million for Highway 407 related works; and \$6.9 million for Traffic Control and other items;
    - Increased contribution for Regional Roads Rehabilitation of \$2.4 million;
    - Addition of 45 fee subsidy child care spaces;

- 
- Partial year operating costs for the new Sunderland Paramedic Station (\$32,000) (excluding staff) and the replacement of cots with power assist cots (\$1.6 million);
  - Partial year operating costs for the new Municipal Hazardous and Special Waste Facility in Clarington (\$15,000 net of \$64,000 in subsidies and material revenue) and first full year operations of EFW facility; and
  - Continued investments in equipment, energy conservation, and infrastructure and technology improvements.
  - Investment in staffing resources for Durham Regional Police Service by reducing the Uniform vacancy rate from 13.1 FTE in 2016 to 5.9 FTE in 2017 (\$0.6 million) and securing an additional technical contract resource to support the NextGen Radio System (\$36,000 net of recoveries from partners).
  - Annual reviews of fees and charges are undertaken to ensure fees are updated where possible to keep pace with the increasing costs of providing Regional Services. Changes to property tax supported fees and charges applicable to the 2017 Business Plans and Budgets include those highlighted in section 5.5 of this report for Health, Social Services, General Works, and Durham Region Transit. Impacts to 2017 Business Plans and Budgets include both the annualization of 2016 and new 2017 increases in fees and charges. Staff in consultation with all departments continue to review fees and charges to ensure appropriate cost recovery and maximization of revenue.

#### 1.1 Known Future Fiscal Pressures

- Known and significant financial pressures to be financed over the forecast period include:
  - Staff annualization costs of the 36 new staff positions recommended in the 2017 budget adds approximately \$1.8 million to the budget in 2018;
  - Police debenture servicing requirements which are anticipated to increase from \$11.5 million in 2017 to \$20.9 million by 2026 for new and renewed police facilities;
  - Transit debt servicing requirements are projected to increase from \$1.0 million in 2017 to \$10.4 million by 2024 for new facilities over the forecast period;
  - Additional road rehabilitation work and financing over and above current funding levels is required to address identified road rehabilitation needs over the forecast period;
  - Growth related road expansion projects over the forecast period will require significant development charges (and \$47.4 million in property taxes);

- 
- Regional road improvements required to accommodate the Highway 407 east extension which are estimated to cost the Region \$65 million over the forecast period;
  - Facility expansions over the next 10-year period to provide services for a growing and more diverse population and meet the current and future staffing requirements to service these demands (e.g. Paramedic Services, Public Health, Social Services, Transit, Police Services and Regional Headquarters). The financial impact of these facilities include future debt servicing costs and an increase in operating costs to maintain the new facilities;
  - Aging social housing projects with significant capital requirements and time-limited senior government funding levels over the forecast period;
  - Future funding commitments related to the Solid Waste Management Program including future remediation costs related to the Region's seven closed landfill sites, and the pending business case review for a potential new Anaerobic Digestion facility and waste processing facility to increase organic waste diversion;
  - Long term financial planning, through asset management studies will consider asset replacement, rehabilitation and/or renewal needs. Balanced investment timing for growth related and existing assets will assist in ensuring affordable capital investments over the forecast period, as well as affordable maintenance and replacement schedules into the future; and
  - The outstanding assessment appeals at the Assessment Review Board (ARB) involve a total of \$12.6 billion in Durham Region assessment. Of these assessment appeals, it is estimated under a medium risk scenario that the Region has the potential to lose \$21.5 million in Regional taxes. In addition, it is unclear what future assessment appeal risks the Region is exposed to with the 2016 reassessment.
  - In addition to the known commitments that the recommended 2017 business plan will impose on the 2018 property tax requirements and the identified pressures above, Council needs to maintain the necessary financial flexibility to respond to unforeseen program expenditures, reductions in provincial subsidies or financial and economic risks. This flexibility also provides the opportunity for the Region to leverage senior government funding to address priority infrastructure needs.

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## 1.2 Risks, Pressures and Uncertainty

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

### Legislative Risks

- Healthy Menu Choices regulations – New legislation, the Healthy Menu Choices Act and O. Reg. 50/16, will increase the work requirements in the future.
- Provincial Bill 163 Supporting Ontario's First Responders Act – With the passing into law of provincial Bill 163, the Paramedic Services Division is required to develop and invest in a comprehensive Post Traumatic Stress Disorder (PTSD) training and support program for paramedics. It is anticipated that this investment will result in overall stronger mental health for frontline paramedics with less WSIB PTSD lost time. Additional funding is included in the 2017 Business Plans and Budgets for both Emergency 911 Telephone System and Paramedic Services to provide PTSD training and support programs for staff.
- Development Charge Act – recent changes to the Development Charge Act to include certain waste activities and modify the approach to transit development charges are viewed as positive. However, the Act still does not permit municipalities to fully recover growth related capital costs. This places increasing financial pressure on municipalities to fund the infrastructure work necessary for a large scale development.
- Conservation Authorities Act Review—outstanding concern for Durham is the lack of commitment from the Province for a predictable, sustainable source of funding and the lack of a consistent reporting process.

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## Policy Risks

- Climate change impacts on Regional infrastructure and impacts from Provincial policies and programs.
- Anticipated financial implications from Ontario's cap and trade emissions through cost increase for energy such as natural gas and fuel.
- Waste Free Ontario - The new Act will transfer full responsibility for these programs to producers, with no legislative role defined for municipalities. The transition has risks, including: cost recovery, potential stranded assets and service delivery.
- Long-Term Affordable Housing Strategy - Provincial strategy, updated in March 2016, aims to transform the housing system in Ontario with specific goals of ending homelessness and increasing the supply of affordable housing, with no commitment to providing long-term, sustainable provincial funding.
- Changes to Intensification - Municipalities have been planning infrastructure based on the population for density targets of current growth plans. If density targets are increased, there may be significant financial implications related to infrastructure.
- Provincial Poverty Reduction Initiative - It is early in the review to fully understand the impact of this initiative on the Region. However, it does have the potential to impact a large number of the Region's programs.
- Patients First: Action Plan for Healthcare has potential impacts for the Health Department.

## Funding Risks

- Police Grant Consolidation – As part of strategy for a Safer Ontario, the Province has indicated that they will be moving towards an outcomes – based funding model. The new funding model consolidates existing funding under the PAVIS/DRAVIS, SCOPP and CPP programs, into a single grant. The expectation is that the new single grant amount may be lower than the sum of the existing funding.
- Public Health Funding – The Ministry has indicated a change in the funding model for Public Health. The Region has seen a decrease in the level of mandatory funding provided by the Province in 2015 and 2016.
- The following chart summarizes the direct and immediate finance costs of shifts in several risk variables including revenue, expenditures and subsidies:

Risk Component	Sensitivity Assumption	Estimated Impact (\$)
<b>Revenue</b>		
Property Taxes	0.1 per cent <u>decrease</u> in weighted assessment growth	621,000
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	197,000
Development Charges	100 single detached residential units <u>decrease</u>	1.0 million
Waste Diversion	1 per cent <u>decrease</u> in recyclable revenues	48,000
DRT Fare Revenue	1 per cent <u>decrease</u> in DRT fare revenue	213,000
<b>Expenditure</b>		
Debt Charges	1 per cent <u>increase</u> in interest rates	3.0 million
Electricity	5 per cent annual price <u>increase</u> (existing rate structures)	316,000
Natural Gas	5 per cent annual price <u>increase</u> (existing rate structures)	76,500
Gasoline	1 cent price <u>increase</u> per litre	31,000
Diesel	1 cent price <u>increase</u> per litre	83,000
Winter Maintenance	1 per cent <u>increase</u> in expenditures	39,000
Ontario Works Caseload	1 per cent increase (net of subsidy)	21,600
US Dollar	1 per cent <u>increase</u> in US\$/CAD\$ Exchange Rate	10,000
<b>Subsidy</b>		
Public Health	1 per cent <u>decrease</u>	332,000
Paramedic Services	1 per cent <u>decrease</u>	216,000
Social Assistance Delivery	1 per cent <u>decrease</u>	426,000
Long-Term Care	1 per cent <u>decrease</u>	223,000
Child Care	1 per cent <u>decrease</u>	467,000

**Notes:**

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

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### 1.3 Financial Management and Planning

- Regional Council uses best practice financial management policies and longer term financial planning to preserve financial flexibility while proactively identifying and addressing impending fiscal challenges. This approach is a critical factor in the Region's continued success, given the size and complexity of its operations and the related very significant infrastructure investments.
- The Region's financial flexibility and planning for longer term financial, environmental and social impacts have allowed Regional Council to achieve key priorities: maintaining low debt levels while investing in growth, funding infrastructure rehabilitation, participating in energy and climate change initiatives, investing in priority programs, such as police and transit, and responding to social housing challenges through provincial and federal programs.
- To maintain financial flexibility, the Region has invested up-front financing including federal gas tax since 2003, allowing the financing of nearly \$600 million in capital projects. By avoiding the debentures that would otherwise have been required, this up-front financing has avoided an estimated \$367 million in interest costs to property tax and user rate funded programs.
- The Region faces potential costs and risks beyond its control: energy and commodity price fluctuations, litigation awards, winter maintenance, social assistance caseload increases, provincial subsidy reductions or unanticipated financial requirements. The General Levy Stabilization Reserve Fund mitigates these costs, allowing Council to maintain the budget at normalized levels rather than increasing taxes for extraordinary requirements.
- Maintaining fiscal discipline in the current economic environment is essential. In order to balance growth-driven requirements with the continuing need for improved services and infrastructure renewal, Council will need to maintain a prudent approach that relies on evidence-based decision-making and business case analysis to prioritize and implement programs and projects.

***“...It also completes a number of annual studies on user rates and services, which we consider well-documented and based on realistic assumptions that feed into long-term economic and business plans and budgets.” – S&P Global Ratings, 2016***

### 1.4 Conclusions

- The 2017 Business Plans and Budgets recommendations for property tax supported programs are lower than the guideline adopted by Council in October 2016 and represents a net property tax budgetary increase of 1.8 per cent or approximately \$45 for the Region-wide average residential home after assessment growth. The increase provides funding for the budgetary base changes required to continue with the existing service levels as well as the recommended priority program changes to respond to key program needs, legislative changes and requirements, and provide for continued investment in the Region's infrastructure.



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- The 2017 Business Plans and Budgets reflect and respond to the current economic context. They address changing legislative and regulatory requirements, increasing program requirements, changing demands for programs and services, inflationary and economic pressures while ensuring taxpayer affordability, given the increased reassessment impacts faced by a large number of residential property taxpayers in 2017.
  - The 2017 business plans reflect the necessary fiscal discipline expected by Durham's residents and the business community. Durham Region staff will continue to explore efficiencies and, where required, recommend phasing or deferring program changes or capital works to ensure tax payer affordability.

#### 1.5 Attachments

- Detailed 2017 Regional Business Plans & Budgets for Property Tax Purposes are available on-line through the link provided on the February 1, 2017 Committee of the Whole agenda or in hard copy by contacting the Finance Department at (905) 668-7711 ext. 2303.

Original signed by

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

Recommended for Presentation to Committee:

Original signed by

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

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## **DETAILED REPORT**

### **2. Background**

- This report provides key recommendations regarding the 2017 Regional Property Tax Business Plans and Budgets for General Purpose, Durham Regional Police Service, Durham Region Transit and other agencies funded by the Region.
- Significant staff efforts by all departments have been required to achieve a 1.8 per cent property tax increase, after consideration of estimated net assessment growth and assessment base adjustment. The proposed business plans and budgets have considered the recommendations approved by Council within the annual Asset Management Study; Long Term Servicing and Financing Studies for Transportation, Waste Management, Social Housing and Transit; and the annual Strategic Property Tax Study.
- The Council approved 2017 Property Tax Guidelines were based upon comprehensive analyses of Departments' and outside agencies' submissions in the context of the current fiscal climate and constrained economic growth, as noted in Report #2016-COW-41, the Region's annual Multi-Year Economic and Financial Forecast (2018-2021) and Guidelines for the 2017 Regional Business Plans and Property Tax Budget.
- The various 2017 Regional servicing and financing studies have emphasized the need for phased continued strategic infrastructure investment. The recommended business plans and budgets accommodate the economic increases, the continuation of existing service levels and programs and provides for the financing of strategic capital projects and Regional Council priority programming needs.

### **3. Business Planning Cycle**

- The Region's annual business planning process begins with the preparation of a five-year economic and financial forecast and a ten-year capital plan. These incorporate a comprehensive review of the multi-year operating and capital pressures, risks, and available funding across major program areas. This forecast provides the basis for setting the current year budget guideline.
- Long-term servicing and financing studies for each of the Region's major service delivery areas provide information on long-term operating and capital pressures, available financing, environmental scans and risks in each area, in accordance with sound asset management practice.
- The Region's Strategic Plan, five-year economic and financial forecast, budget guideline and servicing and financing studies provide direction that is incorporated into the annual business plans and budgets.

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- The annual business plans and budgets:
    - Clearly articulate the Region's priorities and their alignment with the Region of Durham's 2015-2019 Strategic Plan.
    - Support the Region's Strategic Plan by focusing on long-term planning to achieve intended outcomes.
    - Support a financial planning process that assesses the long-term implications of the proposed business plans and capital asset forecasts.
    - Indicate how the plans achieve clearly stated Regional goals, objectives and strategies, and how the funding requested specifically enables these goals and objectives.
    - Include performance measures for the assessment of program effectiveness and efficiencies in achieving its objectives and desired outcomes.
    - Plan for ongoing financial commitments to maintain, replace or improve capital infrastructure assets.
    - Ensure proper, accountable and transparent disclosure of all relevant financial information.

#### **4. 2017 Regional Property Tax Impact**

- The 2017 Regional Business Plans and Budgets for Property Tax Purposes provide funding for the following program areas:
  - Regional Operations (including Solid Waste Management);
  - Durham Regional Police Service;
  - Durham Region Transit;
  - Provincial Download Services Cost (mainly Social Housing and MPAC);
  - Conservation Authorities; and,
  - Special funding contributions.

#### **5. A Base Budget with Targeted 2017 Increases**

- The 2017 Business Plans and Budgets continue Durham's adherence to fundamental financial management best practices. Financial management principles are recognized as core to the Region's long standing Triple A credit rating, including support for low, manageable levels of debt through up-front capital financing, and the conservative and prudent use of the Region's reserves.
- The Business Plans and Budgets also advance the accountability and transparency of the Region's budget reporting and operations by aligning funding decisions with the priorities identified in the Region's strategic plan, and measuring outcomes through various performance measurement programs including MBNCanada, and adhering to Public Services Accounting Board changes, including the reporting of capital assets.

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- The recommended 2017 Regional Business Plans and Budgets meet the approved property tax guideline; maintain current service levels without reductions to existing programs; address critical infrastructure and program needs, meet and respond to changes in legislation and regulations, and provide strategic investments to address Regional Council priority initiatives.

#### 5.1 Durham Regional Police Service

- The recommended 2017 Business Plan and Budget for the Durham Regional Police Service, in the amount of \$193.1 million, represents a net expenditure increase of 3.0 per cent, or \$5.6 million compared to 2016 (a 2017 Property Tax impact of 0.94 per cent).
- The 2017 Business Plan and Budget includes investment in staffing resources for Durham Regional Police Service through the reduction of the Uniform vacancy rate from 13.1 FTE in the 2016 budget to 5.9 FTE in 2017 (\$0.6 million) and by securing an additional technical contract resource to support the NextGen Radio System (\$36,000 net of partners' shares).
- A reduction in the amount of court security funding (\$0.4 million) due to the revision of the provincial allocation which is partially offset by an increase in fees and revenues (\$0.3 million).
- The 2017 capital budget for Durham Regional Police Service includes property tax funded capital purchases of \$3.2 million for vehicle, equipment purchases and facility maintenance and renewal with ongoing plans for the Clarington Phase 2 building project.

#### 5.2 Durham Region Transit

- The recommended 2017 Business Plan and Budget for Durham Region Transit (DRT), in the amount of \$51.9 million, represents a net expenditure increase of 7.0 per cent, or \$3.4 million compared to 2016, including:
  - Implementation of service changes on the conventional route network to begin in April, July and September 2017 at a net cost of \$169,911 in 2017 (annualized cost \$1.36 million), resulting in an overall annual increase of 11,827 service hours, and requiring two new conventional operator positions.
  - Annualization of the 2016 service plan adjustments (\$0.8 million).
  - Increase in costs resulting from the new transit services contract for both recovery time (10,085 hours) and for the delivery of service (\$1.4 million).
  - Partial year operating costs for the new Raleigh Maintenance Facility anticipated to be completed for occupancy in mid-2017 (\$0.4 million).

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- Capital investments totaling \$29.9 million that includes new growth vehicles, vehicle replacements, bus refurbishments, installation of on-board security systems, facility improvements and site remediation, and various other bus equipment improvements. Included in the capital plan is \$14.3 million in Public Transit Infrastructure Funding (PTIF).
  - To keep pace with the cost of expanding service, minimize the property tax impact on all Regional taxpayers and maintain the ridership base, a modest fare increase of 2 per cent for Adult monthly passes, all single Presto and ticket ride trips and a 5 cent increase for co-fares (no cash fare increases) (\$0.2 million).
  - Annualization of 2016's U-Pass rate increase as well as the approved increase in the U-Pass rate to \$127 from \$120 per student per semester effective September 2017 and enrollment increases (\$0.5 million).

### 5.3 Regional Operations

- In total, there are 36 new positions in various departments at a cost of \$2.0 million (\$3.7 million annualized). These positions:
  - support changes in provincial policy and programs;
  - support key strategic initiatives of the Region;
  - address corporate support and administration requirements; and
  - respond to continuing service demand increases.
- The recommended 2017 Business Plans and Budgets will allow the following initiatives to move forward:
  - A Regional Roads Capital Budget of \$81.2 million, which represents an increase of \$3.9 million or 5.0 per cent over 2016 (\$77.3 million), will advance the following priority Regional road and bridge projects:
    - Three lane extension of Consumers Drive from East of Thickson Road in the Town of Whitby to Thornton Road in the City of Oshawa;
    - Widening of Brock Street (Regional Highway 12) from north of Rossland Road to Taunton Road in the Town of Whitby;
    - Construction of an eastbound turn lane at the Bayly Street and Westney Road intersection in the Town of Ajax and the rehabilitation of the John Mills Bridge in Ajax;
    - Road rehabilitation funding of \$23.5 million;
    - \$6.1 million in funding for bridge and structure rehabilitation and replacement work;
    - \$5.7 million in road project costs to continue to accommodate the extension of Highway 407; and
    - \$6.9 million for traffic control and other transportation related projects.

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- 12 new Paramedics (included above) to staff the new Sunderland Paramedic Station (\$0.8 million). Partial year operating costs for the new Sunderland Station (\$32k). Capital investment of \$2.2 million for paramedic services including replacement of cots with “power assist” cots (\$1.6 million).
  - Anticipated provincial childcare subsidy to fund 45 additional subsidized spaces; continuation of the Province’s Wage Enhancement Program; and one-time funding for the transition of the Ontario Early Years Child and Family Centres (OEYCFC) from the Ministry of Education to the Region.
  - Increased funding for the Community Homelessness Prevention Initiative (\$0.8 million) with funding flowing directly to agency providers to continue to support and develop local programs and solutions to address the homeless needs in the community.
  - Increase in operating and capital funding for the DRLHC.
  - Increased investment in addressing poverty reduction and hardship related costs (\$0.1 million). The Manager of Strategic Partnerships and Initiatives will lead and support community outreach and poverty reduction initiatives.
  - Seed funding to develop and implement the programs contained in the recently approved Durham Community Climate Adaptation Plan in partnership with community partners (\$0.1 million).
  - Partial year operating costs of the Clarington Municipal Hazardous and Special Waste Facility (\$15,000 net of \$64,000 in subsidy and material revenue).
  - Enhancements to the optical sorting equipment at the material recovery facility (\$2.0 million). A portion of the project is funded by a contribution from the Continuous Improvement Fund (CIF) (\$0.9 million).
  - Continued investment in growth planning and transportation planning and Economic Development initiatives.
  - Regional Council on October 5, 2016 referred the resolution from the Durham Trail Coordinating Committee (DTCC), requesting \$10,000 in funding to be used at the discretion of the DTCC for the maintenance of the TransCanada Trail, to the 2017 budget process. This funding request has not been included in the 2017 Business Plans and Budgets Submission, as constructing and maintaining trails is not consistent with DTCC’s mandate.

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#### 5.4 Conservation Authority Funding

- The Conservation Authorities have achieved the 2017 guideline both in operating expenditures and special benefitting programs.
- The 2017 funding for the York/Peel/Durham/Toronto Groundwater Management Initiatives is recommended to remain at \$175,000 to finance ongoing groundwater protection initiatives jointly funded by the Regions and the City of Toronto.
- Lake Simcoe Region Conservation Authority (LSRCA), Toronto and Region Conservation Authority (TRCA), and Central Lake Ontario Conservation Authority (CLOCA), have submitted the following special requests for consideration:

- LSRCA — Scanlon Creek Operations Centre Infrastructure Maintenance – Phase Two of Three - \$24,000.

In 2016, Council funded Phase One of this project from the Regional Land Acquisition Reserve. It is recommended that Phase Two also be funded from this reserve.

- TRCA – new Headquarters Facility - \$42,371.

Report #2017-COW-31 provides additional information on TRCA's request for support and financial contribution towards the construction of their new Headquarters. TRCA has requested a total of \$1,694,847 in funding from the Region of Durham over a period of 33 years. It is recommended that the funding be approved as follows:

- The annual payment of \$14,124 for the first 21 years (2017 through 2037) be funded from within TRCA's existing funding envelope; and
  - The annual payment of \$42,371 for 33 years (2017 through 2049) be funded through an increase to TRCA's special benefitting program.
- Central Lake Ontario Conservation Authority – Relocation of the Lynde Shores Parking Area – Phase One of Two - \$150,000. It is recommended that this special request be referred to Regional staff to work with CLOCA in order to coordinate and ensure efficiencies with the Region's current capital projects in the area and that any Regional contribution required for this work be provided from the Regional Land Acquisition Reserve subject to project completion and the accountability of project costs incurred.

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## 5.5 Fees and Charges

- Regional staff conduct annual reviews of fees and charges to ensure appropriate cost recovery, maximization of revenues to the extent possible and at a minimum, that all fees are updated to reflect changing circumstances, including inflationary pressures and legislative compliance. As recommended in the Multi-Year Economic and Financial Forecast 2018 – 2021, Finance staff, in consultation with Department staff, are completing a comprehensive review of fees and charges.
- The following highlights the changes made to General Purpose Fees and Charges in the 2017 Business Plans and Budgets:

### Development Charges

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

### Children's Services

- Per diem rates for Directly Operated Child Care Programs increase annually effective September 1<sup>st</sup>.

### Services for Seniors

- Ministry of Health and Long-Term Care adjustment to resident co-payment rates.
- Adjustment to cost of Cable TV based on amended agreement.

### Health and Paramedic Services

- Increase in Paramedic Services event coverage rate based on economic increase in paramedic wage rates and recovery of inflationary increases in operating costs.
- Increase in fees for services provided by Environmental Health for Ontario Building Code (building permits for sewerage system) and Regional activities based on by-laws passed by Regional Council, effective April 1, 2017.

### General Works

- Increase in encroachment fees to cover the cost of search and registration of encroachment agreements.
- Increase in site license fees for telecommunication equipment installed on Regional sites, infrastructure and facilities.



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## Durham Region Transit

- Recommended fare increases effective May 1, 2017 (single ride, Presto 10 ticket and adult monthly pass 2 per cent; Co-Fares 7 per cent).
- Previously approved Universal Transit Pass (U-Pass) rate increases to \$127 per student per semester for September 2017.

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

- In June 2006, the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA) approved revisions to Section PS 3150 of the Public Sector Accounting Handbook for the accounting of tangible capital assets (TCA) for local governments. The purpose of these revisions was to establish standards for the accounting treatment of tangible capital assets acquired by local governments.
- The Regulation requires municipalities to prepare a report for adoption by Council if a municipality excludes provisions in its annual budget for all or a portion of the following expenses:
  1. TCA Amortization Expenses;
  2. Post-Employment Benefits Expenses; and,
  3. Solid Waste Landfill Closure and Post Closure Expenses.
- Since the Region's 2017 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 2017 BUSINESS PLANS AND BUDGETS  
(\$000's)**

	<u>2016</u>	<u>2017</u>
	\$	\$
<b><u>PSAB Additions to Budget</u></b>		
Tangible Capital Asset Amortization	115,200	120,601
Post-Employment Benefit Expense	13,309	8,087
Landfill Closure/Post Closure - Increase in Liability	5	2,127
<b>Total PSAB Additions</b>	<u>128,514</u>	<u>130,815</u>
<b><u>PSAB Reductions to Budget</u></b>		
Tangible Capital Asset Acquisition	(351,153)	(291,822)
Debt Principal Payments	(31,245)	(56,921)
<b>Total PSAB Reductions</b>	<u>(382,398)</u>	<u>(348,743)</u>
<b><u>Net Impact - (Increase) to Accumulated Surplus</u></b>	<u>(253,884)</u>	<u>(217,928)</u>

## 7. Budget Submissions to Meet Guideline

- The departmental submissions contained requirements in keeping with their preferred strategic priorities and enhanced program and service levels. However, in order to meet the 2017 budget guideline, all departments have modified their plans in order to meet priority areas and to permit a phased approach to continued service growth. The 2017 recommended budget will permit:
  - increased staffing levels in key priority program areas;
  - conventional transit service adjustments;
  - strategic investments in programs to address poverty reduction initiatives, homelessness, ageing populations and childcare;
  - resources required to address provincial policy and legislative changes in Public Health;
  - investment in the maintenance and renewal of the Region's existing infrastructure; and
  - continued investment in priority infrastructure including Roads, Bridges, Waste and the new Sunderland Paramedic Station.
- The strategic objectives of Regional Council, including the reinvestment necessary for Regional assets, remain phased with significant capital investment required over the forecast period. At the same time, the fiscal challenges faced by local businesses and residents is addressed through sound financial planning strategies.

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## 8. Multi-Year Commitments: Impact on Future Budgets

- The recommended 2017 budgets will have an impact on the 2018 property tax requirement in order to fully fund the annualized impact of the proposed enhancements to Regional programs, such as:
  - 36 positions proposed in the 2017 budget (\$1.8 million);
  - Operating costs for the new Sunderland Paramedic Station (\$55,000);
  - Operating costs for the new Raleigh Transit Facility (\$0.2 million);
  - Net operating costs for the new Clarington Municipal Hazardous and Special Waste Facility (\$15,000 net of \$64,000 in subsidies and material revenue);
  - 2017 Transit Service Plan adjustments (\$1.3 million);
  - Police debt servicing requirements estimated to reach a high of \$20.9 million annually by 2025; and
  - Transit debt servicing requirements are estimated to increase from \$1.0 million in 2017 to \$9.9 million in 2024 for the financing of transit facilities.

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

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

***“The consistent practice of long-term financial planning helps the Regional Municipality to identify and address fiscal challenges before they arise”.***

**Moody's Investors Services – January 10, 2017**

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## **10. Conclusion: Maintain Sound Financial Management Practices and Long-Term Financial Planning**

- The recommended 2017 Regional Budgets and Business Plans as presented in this report are lower than the guideline established by Regional Council through the Multi-Year Economic and Financial Forecast and Guideline report.
- The recommended 2017 property tax increase of 1.8 per cent absorbs the economic increases, annualization impacts, inflation and contractual obligations, maintains existing service levels, and provides financing of strategic operating program and capital project investments. The property tax increase maintains a balance for taxpayers and provides some mitigation against the 2016 reassessment impacts felt by a large number of the Region's property tax payers.
- Regional Council's commitment to best practices in the area of financial management policies and strategies, and business planning has been consistently praised by the bond rating agencies, especially up-front financing of significant major project costs; the maintenance of strong reserves; low and predictable levels of debt; adherence to a growth pays for growth development charge policy; proactive development of effective enterprise risk and asset management programs and disciplined long term financial plans.
- Long term financial planning and risk management are particularly key to ensuring a predictable capital program and reasonable debt levels as well as retaining sufficient financial flexibility to meet unforeseen challenges and opportunities to accelerate infrastructure investment through participation in senior government funding programs.
- Fiscal discipline will be required to maintain the financial flexibility and achieve tax payer affordability and competitiveness despite pressure to expand program offerings, enhance service levels and increase debt levels.



The Regional Municipality of Durham  
**SUMMARY OF 2017 BUSINESS PLANS AND BUDGETS**

(\$,000's)

SUMMARY

**SUMMARY**

		2016	2017 Recommendations			
		Approved Budget (\$,000's)	2017 Recommended Budget (\$,000's)	Increase (Decrease) Over 2016 (\$,000's)	%	2017 Tax Impact %
<b>A</b>	<b>POLICE SERVICES</b> <span style="float:right">Page 1</span>	187,499	193,124	5,625	3.0%	0.94%
<b>B</b>	<b>DURHAM REGION TRANSIT</b> <span style="float:right">Page 1</span>	48,500	51,900	3,400	7.0%	0.57%
<b>C</b>	<b>CONSERVATION AUTHORITIES</b> <span style="float:right">Page 1</span>	7,359	7,484	125	1.7%	0.02%
<b>D</b>	<b>SOLID WASTE MANAGEMENT</b> <span style="float:right">Page 1</span>	44,375	43,484	(891)	-2.0%	-0.15%
<b>E</b>	<b>REGIONAL OPERATIONS AND OTHER</b> <span style="float:right">Pages 2-4</span>	306,003	318,672	12,669	4.1%	2.11%
<b>F</b>	<b>SPECIAL CONTRIBUTIONS</b> <span style="float:right">Page 4</span>	5,270	5,345	75	1.4%	0.01%
<b>Total Budgets (before assessment base adjustment)</b>		<b>599,006</b>	<b>620,009</b>	<b>21,003</b>	<b>3.51%</b>	<b>3.50%</b>
Adjustment to assessment base (outstanding property tax appeals)		1,457	1,457	-	0.0%	0.00%
<b>Assessment Growth - budgetary</b>						<b>-1.40%</b>
<b>Assessment Growth - reassessment mitigation</b>						<b>-0.30%</b>
<b>2017 NET PROPERTY TAX RATE IMPACT</b>		<b>600,463</b>	<b>621,466</b>	<b>21,003</b>	<b>1.80%</b>	

**Average Region-Wide Home Budgetary Impact**

Net 2017 Average Region-Wide Home Budgetary Increase **\$45**  
 (does not include reassessment impacts)



# The Regional Municipality of Durham SUMMARY OF 2017 BUSINESS PLANS AND BUDGETS

(\$,000's)

	2016	2017 Recommendations			
	Approved Budget (\$,000's)	2017 Recommended Budget (\$,000's)	Increase (Decrease) Over 2016 (\$,000's)	%	2017 Tax Impact %
<b>A POLICE SERVICES</b>					
1 Operations	203,141	209,088			
2 Less: Provincial Grants	(7,582)	(7,172)			
3 Recoveries Other	(6,948)	(7,484)			
4 Recoveries from Reserves	(215)	(391)			
5 Other Revenues	(897)	(917)			
<b>6 Police Services Total</b>	<b>187,499</b>	<b>193,124</b>	<b>5,625</b>	<b>3.0%</b>	<b>0.94%</b>
2016 Police Services Budget restated to reflect realignment of revenues.					
<b>B DURHAM REGION TRANSIT</b>					
7 Operating	75,595	79,976			
8 Capital	1,285	1,320			
9 Revenue Program	(28,380)	(29,396)			
<b>10 Durham Region Transit Total</b>	<b>48,500</b>	<b>51,900</b>	<b>3,400</b>	<b>7.0%</b>	<b>0.57%</b>
<b>C CONSERVATION AUTHORITIES</b>					
<b>Operating Expenditures</b>					
11 Central Lake Ontario	3,688	3,779			
12 Kawartha	564	578			
13 Ganaraska Region	426	437			
14 Toronto and Region	597	611			
15 Lake Simcoe Region	254	258			
<b>16 Operating Expenditure Subtotal</b>	<b>5,529</b>	<b>5,663</b>			
<b>Special Projects</b>					
17 Kawartha	130	132			
18 Ganaraska Region	222	225			
19 Toronto and Region	748	802			
20 Lake Simcoe Region	456	463			
<b>21 Special Projects Subtotal</b>	<b>1,556</b>	<b>1,622</b>			
<b>One-Time Special Project Funding</b>					
22 Ganaraska Region - Forest Management Plan	25	-			
23 Lake Simcoe Region - Beaver River Wetland Trail Upgrades	50	-			
24 Lake Simcoe Region - Scanlon Creek Operations Centre	24	24			
<b>25 One-Time Special Project Funding Subtotal</b>	<b>99</b>	<b>24</b>			
26 York/Peel/Durham/Toronto Groundwater Management	175	175			
<b>27 Conservation Authorities Total</b>	<b>7,359</b>	<b>7,484</b>	<b>125</b>	<b>1.7%</b>	<b>0.02%</b>
<b>D SOLID WASTE MANAGEMENT</b>					
28 Waste Management Facilities	7,436	7,908			
29 Capital	3,088	2,148			
30 Collection Services	18,463	18,350			
31 Disposal and Processing Services	13,841	14,003			
32 Common Service Costs	11,463	11,607			
33 Blue Box Revenues & Subsidies	(9,916)	(10,532)			
<b>34 Solid Waste Management Total</b>	<b>44,375</b>	<b>43,484</b>	<b>(891)</b>	<b>-2.0%</b>	<b>-0.15%</b>



The Regional Municipality of Durham  
**SUMMARY OF 2017 BUSINESS PLANS AND BUDGETS**

(\$,000's)

		2016	2017 Recommendations			
		Approved Budget (\$,000's)	2017 Recommended Budget (\$,000's)	Increase (Decrease) Over 2016 (\$,000's)	%	2017 Tax Impact %
<b>E REGIONAL OPERATIONS AND OTHER</b>						
<b>E1 Works Committee</b>						
<u>Operations and Facilities</u>						
35	Operations and Operations Capital	29,598	29,746			
36	Facilities Management and Capital	2,981	3,466			
37	<b>Operations and Facilities Subtotal</b>	<b>32,579</b>	<b>33,212</b>	<b>633</b>	<b>1.9%</b>	<b>0.11%</b>
<u>Roads Capital</u>		77,264	81,165			
38	Less: Regional Rehabilitation Reserve	(21,245)	(21,245)			
39	Regional Road Reserve	(12,989)	(12,566)			
40	Regional Bridge Rehabilitation	(5,025)	(5,525)			
41	Development Charges	(31,745)	(35,475)			
42	Other Revenues	(150)	(194)			
43	<b>Roads Capital Net Subtotal</b>	<b>6,110</b>	<b>6,160</b>	<b>50</b>	<b>0.8%</b>	<b>0.01%</b>
44	<b>Works Committee Total</b>	<b>38,689</b>	<b>39,372</b>	<b>683</b>	<b>1.8%</b>	<b>0.11%</b>
<b>E2 Road and Bridge Reserves</b>						
45	Regional Roads Reserve - Growth	12,549	12,549			
46	Regional Roads Rehabilitation Reserve Fund	21,245	23,650			
47	Regional Bridges Rehabilitation Reserve Fund	5,525	5,525			
48	<b>Road and Bridge Reserves Total</b>	<b>39,319</b>	<b>41,724</b>	<b>2,405</b>	<b>6.1%</b>	<b>0.40%</b>
<b>E3 Health &amp; Social Services Committee</b>						
<u>Public Health</u>						
49	Health Operations	41,214	42,607			
50	Less Provincial Subsidy	(26,303)	(25,320)			
51	<b>Public Health Net Subtotal</b>	<b>14,911</b>	<b>17,287</b>	<b>2,376</b>	<b>15.9%</b>	<b>0.40%</b>
<u>Paramedic Services</u>						
52	Paramedic Services Operations	42,217	45,112			
53	Less Contribution from Province & Recoveries	(20,578)	(21,153)			
54	<b>Paramedic Services Net Subtotal</b>	<b>21,639</b>	<b>23,959</b>	<b>2,320</b>	<b>10.7%</b>	<b>0.39%</b>
<u>Social Services</u>						
55	Emergency and Program Support Services	789	800			
56	Social Assistance	21,681	19,742			
57	Children's Services	8,803	9,199			
58	Family Services	5,312	5,268			
59	Housing Services	2,044	2,422			
60	Long Term Care & Services for Seniors	40,572	42,667			
61	<b>Social Services Subtotal</b>	<b>79,201</b>	<b>80,098</b>	<b>897</b>	<b>1.1%</b>	<b>0.15%</b>
62	<b>Health &amp; Social Services Committee Total</b>	<b>115,751</b>	<b>121,344</b>	<b>5,593</b>	<b>4.8%</b>	<b>0.94%</b>



# The Regional Municipality of Durham

## SUMMARY OF 2017 BUSINESS PLANS AND BUDGETS

(\$,000's)

		2016	2017 Recommendations			
		Approved Budget (\$,000's)	2017 Recommended Budget (\$,000's)	Increase (Decrease) Over 2016 (\$,000's)	%	2017 Tax Impact %
<b>E4 Planning &amp; Economic Development Committee</b>						
63	Planning	5,394	5,490	96	1.8%	
64	Economic Development & Tourism	3,139	3,296	157	5.0%	
<b>65</b>	<b>Planning &amp; Economic Development Committee Total</b>	<b>8,533</b>	<b>8,786</b>	<b>253</b>	<b>3.0%</b>	<b>0.04%</b>
<b>E5 Finance &amp; Administration Committee</b>						
66	Regional Council	2,490	2,456			
67	Regional Chair's Office	941	964			
68	Chief Administrative Officer	2,748	3,001			
69	Corporate Services - Legal Services	2,154	2,233			
70	- Human Resources	4,864	5,475			
71	- Information Technology	12,923	12,882			
72	- Legislative Services	2,541	2,549			
73	Durham Emergency Management Office (DEMO)	665	680			
74	Integrity Commissioner, Municipal Ombudsman and Privacy Office	-	170			
75	Emergency 9-1-1 Telephone System	3,112	3,172			
76	Finance	13,587	14,061			
<b>77</b>	<b>Finance &amp; Administration Committee Total</b>	<b>46,025</b>	<b>47,643</b>	<b>1,618</b>	<b>3.5%</b>	<b>0.27%</b>
<b>E6 Non-Departmental</b>						
<b>Corporate Requirements</b>						
78	Non-Departmental	(359)	123			
79	Regional Internet Broadband Study	-	150			
80	Equipment Reserve	750	750			
81	Paramedic Station	200	700			
82	Regional Headquarters Reserve Fund	1,250	1,250			
83	Development Charges - Hillsdale	(248)	(248)			
84	Post Retirement Benefit Unfunded Liabilities	1,957	1,957			
85	9-1-1 Emergency Telephone System Backup Equipment	500	500			
86	Infrastructure Renewal Fund	16,986	16,986			
87	Regional Revitalization Reserve Fund	1,860	1,860			
88	Property Tax Appeals	1,195	1,195			
89	DRT Passes for ODSP Recipients	350	350			
<b>90</b>	<b>Corporate Requirements Subtotal</b>	<b>24,441</b>	<b>25,573</b>			
<b>Revenues &amp; Reserve Funds</b>						
91	Provincial Offences Act - Net Revenue	(401)	(128)			
92	Payment-in-Lieu	(10,721)	(10,898)			
93	Unallocated Revenues & Expenditures	(1,793)	(1,831)			
<b>94</b>	<b>Revenues &amp; Reserve Funds Subtotal</b>	<b>(12,915)</b>	<b>(12,857)</b>			
<b>95</b>	<b>Non-Departmental Total</b>	<b>11,526</b>	<b>12,716</b>	<b>1,190</b>		<b>0.20%</b>





**The Regional Municipality of Durham**  
**SUMMARY OF 2017 BUSINESS PLANS AND BUDGETS**

(\$,000's)

Page 4 of 4

2016	2017 Recommendations			
Approved Budget (\$,000's)	2017 Recommended Budget (\$,000's)	Increase (Decrease) Over 2016 (\$,000's) %	2017 Tax Impact %	

**E7 Provincial Download Services Costs**

<b>Social Housing</b>					
96	Durham Regional Local Housing Corporation	4,975	5,266		
97	Provider Payments - Other	25,187	25,498		
98	Housing Supplementary Rent Program	2,771	2,811		
99	Technical Audits	106	106		
100	Capital Provisions	1,450	1,450		
101	<b>Social Housing Subtotal</b>	<b>34,489</b>	<b>35,131</b>	<b>642</b>	<b>1.9%</b>
<b>Other Items</b>					
102	Property Assessment	7,948	8,233		
103	Transit (GO)	3,580	3,580		
104	Municipal Performance Measurement Program	143	143		
105	<b>Other Items Subtotal</b>	<b>11,671</b>	<b>11,956</b>	<b>285</b>	<b>2.4%</b>
<b>106 Provincial Download Services Costs Total</b>					
		<b>46,160</b>	<b>47,087</b>	<b>927</b>	<b>2.0%</b>

<b>E Regional Operations and Other Total</b>		<b>306,003</b>	<b>318,672</b>	<b>12,669</b>	<b>4.1%</b>	<b>2.11%</b>
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**F Special Contributions**

107	Regional Land Acquisition Reserve Fund *	860	935		
108	Durham College		350		
109	Hospital Funding	4,410	4,060		
<b>110 Special Contributions Total</b>					
		<b>5,270</b>	<b>5,345</b>	<b>75</b>	<b>1.4%</b>

\* 2017 Regional Land Acquisition Reserve Fund has been increased due to completion of 2016 one-time special project funding requests for Conservation Authorities.

**REGIONAL MUNICIPALITY OF DURHAM**  
**NEW POSITIONS IN THE 2017 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

Department	Position	Start Date	Number of FTEs	2017			2018		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 Services - Social Assistance	Administrative Assistant 1	1-July	1	44	-	44	43	87	Ontario Works Program Delivery (Funded through reduction in temporary staffing budget)	
	Subtotal		1	44	-	44	43	87		
Social Services - Children's Services	Program Manager	1-July	1	62	-	62	61	123	Wage Enhancement (Funded through Provincial Subsidy)	
	Clerk 2	1-July	1	38	-	38	37	75	Wage Enhancement (Funded through Provincial Subsidy)	
	Subtotal		2	100	-	100	98	198		
Social Services - Family Services	Clerk 2	1-July	1	38	-	38	37	75	Core Community Services (Funded through reduction in temporary staffing budget)	
	Subtotal		1	38	-	38	37	75		
Social Service - Long Term Care	Hillsdale Estates - Health Care Aide	1-July	5	174	-	174	174	348	Nursing & Personal Care (Funded through increase in Provincial subsidy)	
	Hillsdale Terraces - Health Care Aide	1-July	1	35	-	35	35	70		
	Subtotal		6	209	-	209	209	418		
	<b>Funding Requires Additional Staffing</b>									
	Fairview Lodge - Health Care Aide	1-January	1	70	-	70	-	70	Provincial Behavioral Support Ontario Funding	
	Hillsdale Terraces - Registered Practical Nurse	1-January	1	83	-	83	-	83		
	Lakeview Manor - Health Care Aide	1-January	1	70	-	70	-	70		
	Subtotal		3	223	-	223	-	223		
	Subtotal		9	432	-	432	209	641		

**REGIONAL MUNICIPALITY OF DURHAM  
NEW POSITIONS IN THE 2017 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

Department	Position	Start Date	Number of FTEs	2017			2018		Notes
				Gross Payroll (1) \$,000's	Other Costs (2) \$,000's	Total Position Cost (3) \$,000's	Additional Cost (4) \$,000's	Annualized (5)=(1)+(4) \$,000's	
Paramedic Services	Primary Care Paramedics	1-July	6	372	-	372	366	738	Staffing for New Sunderland Paramedic Station
	Advanced Care Paramedics	1-July	6	398	-	398	391	789	
	Subtotal		12	770	-	770	757	1,527	
Durham Region Transit	Analytics Manager	1-July	1	67	2	69	67	134	Administration
	Supervisor	1-July	1	62	2	64	62	124	DRT East
	Operators	1-September	2	60	-	60	120	180	DRT East
	Subtotal		4	189	4	193	249	438	
Works - General Tax	Fleet Mechanic	1-July	1.000	53	-	53	54	107	Fleet Operations - Orono Depot
	Technical Assistant	1-July	0.288	12	-	12	12	24	Facilities - Maintenance & Operations - Shared with Water 0.271, Sewer 0.386 and Solid Waste 0.055 - Temporary Conversion
	Project Engineer	1-July	1.000	74	-	74	74	148	Shared between Transportation Design and Transportation Infrastructure
	Appraiser / Negotiator	1-July	0.600	33	-	33	34	67	Real Estate - Shared with Water 0.140, Sewer 0.220 and Solid Waste 0.040
	Works Technician 1	1-July	1.000	45	-	45	45	90	Traffic Operations Field Services - Part-time Conversion
	Subtotal		3.888	217	-	217	219	436	

**REGIONAL MUNICIPALITY OF DURHAM**  
**NEW POSITIONS IN THE 2017 BUSINESS PLANS & BUDGETS: REGIONAL DEPARTMENTS - PROPERTY TAX**

Department	Position	Start Date	Number of FTEs	2017			2018		Notes
				Gross Payroll (1) \$,000's	Other Costs (2) \$,000's	Total Position Cost (3) \$,000's	Additional Cost (4) \$,000's	Annualized (5)=(1)+(4) \$,000's	
Works - Solid Waste Management	Technical Assistant	1-July	0.055	2	-	2	3	5	Facilities - Maintenance & Operations - Shared with Works-General Tax 0.288, Water 0.271 and Sewer 0.386 Temporary Conversion  Waste Administration - By-law Enforcement  Real Estate - Shared with Works-General Tax 0.600, Water 0.140 and Sewer 0.220
	By-law Compliance Officer	1-July	1.000	48	-	48	49	97	
	Appraiser / Negotiator	1-July	0.040	2	-	2	2	4	
	Subtotal		1.095	52	-	52	54	106	
Chief Administrative Office	Social Media, Public Engagement & Special Projects Manager	1-July	1	68	3	71	68	136	Corporate Communications
	Subtotal		1	68	3	71	68	136	
Corporate Services - Legislative Services	Customer Service Supervisor	1-July	1	48	7	55	47	95	50% Corporate Call Centre and 50% Public Counter
	Subtotal		1	48	7	55	47	95	
<b>Total Property Tax Supported Regional Departments</b>			<b>36</b>	<b>1,958</b>	<b>14</b>	<b>1,972</b>	<b>1,781</b>	<b>3,739</b>	

# REGIONAL MUNICIPALITY OF DURHAM

## 2017 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>						
Social Assistance	63	26	12	-	-	25
Children's Services	43	28	15	-	-	-
Family Services	30	30	-	-	-	-
Fairview Lodge	20	-	20	-	-	-
Hillsdale Estates	150	-	-	150	-	-
Hillsdale Terraces	605	-	545	-	-	60
<b>Social Services Subtotal</b>	<b>911</b>	<b>84</b>	<b>592</b>	<b>150</b>	<b>-</b>	<b>85</b>
<b>Works</b>						
General Tax	70	-	30	25	15	-
Solid Waste Management	144	-	4	100	40	-
<b>Works Subtotal</b>	<b>214</b>	<b>-</b>	<b>34</b>	<b>125</b>	<b>55</b>	<b>-</b>
<b>Other Departments</b>						
Health - Public Health	22	-	22	-	-	-
Health - Paramedic Services	217	-	7	-	210	-
Council/Chair/CAO	3	-	3	-	-	-
Corporate Services - Human Resources	6	-	6	-	-	-
Corporate Services - Legislative Services	7	5	2	-	-	-
Corporate Services - Legal Services - POA	5	-	5	-	-	-
Regional Headquarters	227	-	30	197	-	-
Non Departmental	30	-	30	-	-	-
Police	1	-	1	-	-	-
Transit	1,282	82	3	-	1,184	13
<b>Other Departments Subtotal</b>	<b>1,800</b>	<b>87</b>	<b>109</b>	<b>197</b>	<b>1,394</b>	<b>13</b>
<b>TOTAL - TCA NEW</b>	<b>2,925</b>	<b>171</b>	<b>735</b>	<b>472</b>	<b>1,449</b>	<b>98</b>

# REGIONAL MUNICIPALITY OF DURHAM

## 2017 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><u>Social Services</u></b>						
Emergency Management & Program Support Services	1		1	-	-	-
Social Assistance	368	195	173	-	-	-
Children's Services	78	39	39	-	-	-
Family Services	14	-	14	-	-	-
Housing Services	239	-	239	-	-	-
Long-Term Care Administration	3	1	2	-	-	-
Fairview Lodge	28	-	-	-	-	28
Hillsdale Estates	297	40	43	-	-	214
Hillsdale Terraces	233	-	-	-	-	233
Lakeview Manor	88	-	7	-	-	81
<b>Social Services Subtotal</b>	<b>1,349</b>	<b>275</b>	<b>518</b>	<b>-</b>	<b>-</b>	<b>556</b>
<b><u>Works</u></b>						
General Tax	4,240	-	249	168	3,670	153
Solid Waste Management	77	1	27	-	-	49
<b>Works Subtotal</b>	<b>4,317</b>	<b>1</b>	<b>276</b>	<b>168</b>	<b>3,670</b>	<b>202</b>
<b><u>Other Departments</u></b>						
Health - Public Health	295	40	255	-	-	-
Health - Paramedic Services	1,964	30	184	-	193	1,557
Planning	38	-	38	-	-	-
Economic Development & Tourism	7	-	7	-	-	-
Council/Chair/CAO	33	12	21	-	-	-
Durham Emergency Management Office	15	-	15	-	-	-
Corporate Services - Human Resources	80	2	43	-	-	35
Corporate Services - Information Technology	928	1	740	-	-	187
Corporate Services - Legislative Services	47	-	22	-	-	25
Corporate Services - Legal Services	13	2	11	-	-	-
Corporate Services - Legal Services - POA	3	-	3	-	-	-
Finance	343	-	308	-	35	-
Regional Headquarters	958	-	200	608	-	150
Police	3,221	120	654	415	1,686	346
Transit	38	-	21	-	-	17
<b>Other Departments Subtotal</b>	<b>7,983</b>	<b>207</b>	<b>2,522</b>	<b>1,023</b>	<b>1,914</b>	<b>2,317</b>
<b>TOTAL - TCA REPLACEMENT</b>	<b>13,649</b>	<b>483</b>	<b>3,316</b>	<b>1,191</b>	<b>5,584</b>	<b>3,075</b>



## Tangible Capital Asset Requirements

## General Purposes\*

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

	Recommended	Forecast					2022- 2026	Total 2018- 2026
	2017	2018	2019	2020	2021	2022- 2026		
<b>Police Service</b>								
Operations Training Centre - Phase 2	-	-	1,610	23,000	-	-	24,610	
Facility Repairs & Renovations	415	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	-	54,470	-	-	-	-	54,470	
Durham Northwest Seaton	-	-	-	-	2,013	26,738	28,751	
North Division Expansion	-	-	-	-	221	2,941	3,162	
Central East Facility	-	-	-	-	-	50,000	50,000	
<b>Police Service sub-total</b>	<b>415</b>	<b>55,470</b>	<b>2,610</b>	<b>24,000</b>	<b>3,234</b>	<b>84,679</b>	<b>169,993</b>	
<b>Paramedic Service</b>								
Ambulance Stations - Seaton	-	-	3,100	-	-	-	3,100	
- Clarington	-	400	300	3,800	-	-	4,500	
- Uxbridge	-	500	250	-	4,500	-	5,250	
Facility Improvements	-	302	300	-	-	-	602	
Ambulances & Equipment - Growth Related	217	70	494	70	469	1,198	2,301	
Ambulances & Equipment Replacement	1,964	3,946	2,034	2,237	2,360	14,745	25,322	
<b>Paramedic Service sub-total</b>	<b>2,181</b>	<b>5,218</b>	<b>6,478</b>	<b>6,107</b>	<b>7,329</b>	<b>15,943</b>	<b>41,075</b>	
<b>Health &amp; Social Services</b>								
Edna Thomson Relocation	-	1,150	-	-	-	-	1,150	
Seaton Facility	-	-	8,300	-	-	-	8,300	
<b>Health &amp; Social Services sub-total</b>	<b>-</b>	<b>1,150</b>	<b>8,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,450</b>	
<b>Headquarters Expansion</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>	<b>-</b>	<b>120,000</b>	
<b>Works Operations</b>								
Regional Roads Program	81,165	96,720	99,360	106,610	108,705	585,855	997,250	
<b>Works operations sub-total</b>	<b>81,165</b>	<b>96,720</b>	<b>99,360</b>	<b>106,610</b>	<b>108,705</b>	<b>585,855</b>	<b>997,250</b>	
<b>TOTAL TCA REQUIREMENTS</b>	<b>83,761</b>	<b>158,558</b>	<b>116,748</b>	<b>136,717</b>	<b>239,268</b>	<b>686,477</b>	<b>1,337,768</b>	

\* Excludes Durham Region Transit and Solid Waste

**2017 Capital Financing****General Purposes\*****2017 CAPITAL FINANCING (\$000's)**

	<u>Police</u>	<u>Paramedic</u>	<u>Roads</u>	<u>Total</u>
Property Taxes	415	2,181	6,160	8,756
Development Charges	-	-	35,475	35,475
Rehabilitation / Special Road Reserve Funds	-	-	39,336	39,336
Debentures	-	-	-	-
Other	-	-	194	194
<b>Total Financing</b>	<b>415</b>	<b>2,181</b>	<b>81,165</b>	<b>83,761</b>

\* Excludes Durham Region Transit and Solid Waste





**2017 - 2026  
Capital Forecast**

**Health - Paramedic  
Services**

**EXPENDITURES FOR FUTURE BUDGET APPROVAL**

(\$,000's)

Type and Notes	Description	Current						2018-2026
		2017	2018	2019	2020	2021	2022-2026	TOTAL
<b>NEW</b>								
<b>Machinery &amp; Equipment</b>								
1	Computers for vehicles	7	-	13	-	13	26	52
1	Stair Chairs	-	-	7	-	7	14	28
1	Main Stretchers	-	-	36	-	36	72	144
1	Scoop Stretchers	-	-	3	-	3	6	12
1	Defibrillators	-	-	70	-	70	140	280
2	Additional Spare / Contract Event Defibrillators	-	70	-	70	-	210	350
3	Bariatric Stretcher	-	-	25	-	-	50	75
<b>Vehicles</b>								
4	Ambulances	-	-	340	-	340	680	1,360
5	Bariatric Special Purpose Vehicle	210	-	-	-	-	-	-
<b>Building</b>								
6	South Oshawa Garage Bay - Design	-	100	-	-	-	0	100
6	South Oshawa Garage Bay - Construction	-	-	300	-	-	-	300
7	Paramedic Station Seaton - Construction	-	-	3,100	-	-	-	3,100
<b>New Subtotal</b>		<b>217</b>	<b>170</b>	<b>3,894</b>	<b>70</b>	<b>469</b>	<b>1,198</b>	<b>5,801</b>
Type and Notes	Description	Current						2018-2026
		2017	2018	2019	2020	2021	2022-2026	TOTAL
<b>REPLACEMENT</b>								
<b>Machinery &amp; Equipment</b>								
8	Computers for vehicles	-	202	-	-	246	185	633
9	Defibrillators	-	1,750	-	-	-	2,030	3,780
10	Paramedic Services HQ and Station Computers	19	5	5	5	5	25	45
11	Main Stretchers	1,557	-	-	-	-	1,300	1,300
11	Scoop Stretchers	-	-	-	-	120	-	120
11	Bariatric Stretcher	-	20	-	-	-	20	40
11	Stair Chairs	-	-	-	193	-	-	193
12	Office and Station Furnishings	30	30	30	30	30	150	270
13	Patient Clinical Training Simulators	-	-	100	-	-	100	200
14	RFID Tag Module for GPS Tracking TCA's	-	-	-	10	-	10	20
15	Voice over Internet Protocol (VoIP) System	165	-	-	-	-	-	-
<b>Vehicles</b>								
16	Ambulances	-	1,530	1,700	1,700	1,700	9,350	15,980
17	Emergency Response Vehicles	150	156	156	156	156	780	1,404
18	Management Support Vehicle	43	43	43	43	43	215	387
19	Logistics Delivery Truck	-	-	-	100	-	100	200
20	ESU/Special Event Trailer	-	-	-	-	60	60	120
21	Bariatric Special Purpose Vehicle	-	210	-	-	-	420	630
<b>Building</b>								
22	Paramedic Station in Clarington - Initial Design	-	-	300	-	-	-	300
23	Paramedic Station in Clarington - Construction	-	-	-	3,800	-	-	3,800
24	Paramedic Station in Uxbridge - Initial Design	-	-	250	-	-	-	250
24	Paramedic Station in Uxbridge - Construction	-	-	-	-	4,500	-	4,500
<b>Land/Land Improvement</b>								
25	Paramedic Station in Clarington - Land Acquisition	-	400	-	-	-	-	400
24	Paramedic Station in Uxbridge - Land Acquisition	-	500	-	-	-	-	500
26	Paramedic Station in Uxbridge - Asphalt	-	52	-	-	-	-	52
26	Paramedic Station in Whitby - Asphalt	-	150	-	-	-	-	150
<b>Replacement Subtotal</b>		<b>1,964</b>	<b>5,048</b>	<b>2,584</b>	<b>6,037</b>	<b>6,860</b>	<b>14,745</b>	<b>35,274</b>
<b>TOTAL TANGIBLE CAPITAL ASSETS:</b>		<b>2,181</b>	<b>5,218</b>	<b>6,478</b>	<b>6,107</b>	<b>7,329</b>	<b>15,943</b>	<b>41,075</b>
Financing will be sourced from a combination of property taxes, provincial subsidy, development charges and contribution from reserves								



## 2017 - 2026 Capital Forecast

## Health - Paramedic Services

### Notes:

### NEW:

1. All new ambulances require the following equipment: 2 Toughbook mobile computers, a stair chair, a main stretcher, a scoop stretcher, and a defibrillator.
2. Additional spare / contract event defibrillators are required in order to facilitate legislatively required preventative maintenance and repair services; for paramedic training; and to meet special events deployment requirements. (2018-2; 2020-2; 2022-2; 2024-2; 2026-2)
3. Bariatric stretchers are required to comfortably and safely facilitate the transport of bariatric patients. (2019-1; 2022-1; 2025-1)
4. New ambulances are required in order to maintain response time reliability with increasing ambulance call volumes, corresponding to the request for additional paramedics. (2019-2; 2021-2; 2023-2; 2025-2)
5. Bariatric Special Purposes vehicle is required to safely and effectively move bariatric patients while providing a safe work condition for staff.
6. The addition of a garage bay on the existing South Oshawa Paramedic Response Station is proposed for 2018/2019 in order to provide appropriate station size and functionality for RDPS resources due to deployment enhancements to meet the growing call demands for this location.
7. The construction of a new paramedic response station is proposed for the Seaton community in 2019, related to increased call demand, to reduce response times and to address this new Seaton community's geography and growth service demand impacts. The station will also support and enhance paramedic response time reliability in the City of Pickering and Township of Uxbridge communities.

### REPLACEMENT:

8. Mobile computers in ambulances and Emergency Response vehicles have a lifecycle of approximately four years based on current experience and Corporate IT policy; therefore the Region will cyclically replace a portion of the computers.
9. Defibrillators must be replaced every 5 years, which will occur in 2018 and 2023. There is an annual contribution to a reserve fund for this purpose, which will cover the cost of the replacements.
10. All computers at headquarters and in all paramedic response stations are replaced on a four-year lifecycle in accordance with Corporate IT policy requirements.
11. All main stretchers require cyclical replacement every five (5) years. Industry standard has moved to a power assisted cot as an effort to reduce injuries and improve staff longevity. All other conveyance equipment (bariatric stretchers, scoop stretchers, stair chairs, etc.) require cyclical replacement every seven (7) years for patient safety, staff safety, risk mitigation and Ambulance Service Certification Standards.
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. The patient clinical trainer simulators used for the practice, remediation and evaluation of paramedic clinical care skills will require replacement in 2019 and 2022.
14. Radio Frequency ID Tag module will be required to be replaced for placement on new equipment as old tags are non transferable.
15. Voice over Internet Protocol (VoIP) requires replacement at headquarters.
16. Based on the size of the ambulance fleet, and as per the approved provincial replacement schedule, the number of replacement vehicles purchased will increase to; 9 in 2018; 10 in 2019; 10 in 2020, 10 in 2021 and 11 each year from 2022-2026 inclusive. All new ambulances are equipped with an ECO idle reduction system to reduce GHG emissions, noise pollution and fuel consumption, as well as liquid spring suspension to enhance patient safety/comfort and to improve paramedic safety due to the reduced lift height requirements of the vehicle.
17. Based on the current and proposed number of Emergency Response Vehicles in the fleet, and as per the provincial approved replacement schedule, Paramedic Services maintain the base number of replacement vehicles purchased at two each year.
18. Management support vehicles are cyclically and routinely replaced to meet provincial approved replacement schedules and standards. These vehicles are procured to be consistent with Emergency Response Vehicle design in order to enhance lifecycle functionality and flexibility.
19. One logistics delivery truck requires cyclical replacement in 2020; and again in 2023; to meet the service operational requirements and the provincial approved replacement schedule.
20. One Emergency Support Unit / Special Event trailer will require 15-year cyclical replacement in 2021 and the other in 2023 to meet service operational requirements, emergency and preparedness planning, and increased paramedic service demands at community special events/festivals and contractual services.
21. Bariatric Special Purposes vehicle will require cyclical replacement in 2018, 2024, and 2025.
22. Consultation and design of a larger paramedic response station for the Municipality of Clarington in 2019.
23. Construction of a larger paramedic response station to better serve the growing Clarington community and maintain response time reliability in the Town of Bowmanville in 2020.
24. Land purchase in Uxbridge 2018 and construction (2021) for replacement of current Paramedic Response Station in Uxbridge which is an aging leased property.
25. Land acquisition for replacement Clarington paramedic response station as per facilities recommendation for a 2021 occupancy projection in 2018.
26. Parking lot asphalt in Uxbridge and Whitby in 2018.



**2017 - 2026  
Capital Forecast**

**Social Services**

**EXPENDITURES FOR FUTURE BUDGET APPROVAL**

(\$,000's)

Type and Notes	Description	Current					2022-2026	2018-2026 TOTAL
		2017	2018	2019	2020	2021		
<b>NEW</b>								
<b>Machinery &amp; Equipment:</b>								
	Social Assistance	63	-	-	-	-	-	-
	Children's Services	43	15	15	5	-	-	35
	Family Services	30	-	6	-	6	-	12
<b>Building/Land:</b>								
<b>Social Assistance</b>								
1	New Seaton Program Delivery Site	-	-	6,400	-	-	-	6,400
<b>Children's Services</b>								
2	Relocation - Edna Thompson CC	-	1,150	-	-	-	-	1,150
<b>Family Services</b>								
3	Seaton Location	-	-	1,900	-	-	-	1,900
<b>New Subtotal</b>		<b>136</b>	<b>1,165</b>	<b>8,321</b>	<b>5</b>	<b>6</b>	<b>-</b>	<b>9,497</b>



## 2017 - 2026 Capital Forecast

## Social Services

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

EXPENDITURES FOR FUTURE BUDGET APPROVAL								
Type and Notes	Description	2017	2018	2019	2020	2021	2022-2026	2018-2026 TOTAL
<b>REPLACEMENT</b>								
<b>4</b>								
	Emergency Management and Program Support Services	1	17	5	-	18	35	74
	Social Assistance	368	264	252	45	165	447	1,173
	Children's Services	77	54	56	48	33	111	302
	Family Services	14	10	11	40	17	80	158
	Housing Services	14	11	11	13	12	53	99
	<b>Software:</b>							
	<b>Housing Services</b>							
<b>5</b>	Property Management System	225	-	-	-	-	-	-
	<b>Building/Land:</b>							
<b>6</b>	<b>Children's Services</b>							
	Roof Replacement - Ajax	-	136	-	-	-	-	136
	Roof Replacement - Whitby ELCC	-	-	118	-	-	-	118
	Roof Replacement - Lakewoods CC	-	-	-	118	-	-	118
	Roof Replacement - Pickering	-	-	-	-	-	122	122
<b>Replacement Subtotal</b>		<b>699</b>	<b>492</b>	<b>452</b>	<b>264</b>	<b>245</b>	<b>846</b>	<b>2,299</b>
<b>TOTAL TANGIBLE CAPITAL ASSETS:</b>		<b>835</b>	<b>1,657</b>	<b>8,773</b>	<b>268</b>	<b>251</b>	<b>846</b>	<b>11,796</b>



## 2017 - 2026 Capital Forecast

## Social Services

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

#### **Notes:**

#### **NEW:**

1. A new Ontario Works delivery site is proposed for the Seaton community in 2019. It is anticipated that this facility will be in similar size and staffing to the existing Regional offices on Commercial Avenue and Westney Road in the Town of Ajax. The preliminary capital forecast includes \$6.4 million for the Social Services Office in Seaton and is also subject to Regional Council approvals.
2. Options to relocate the Edna Thomson Child Care Centre to improve accessibility will be explored over the forecast period with a business case presented to Regional Council for approval.
3. The Seaton program delivery site is contained in the forecast and is contingent on the development of land in this area.

#### **REPLACEMENT:**

4. Includes replacement of Laptops and Computers based on Corporate IT Policy.
5. Replacement of Housing Service's Housing Property Management System.
6. Roof replacements of four Child Care Centres scheduled to be redone once a year over the next several years. Consultants will assess and plan the project prior to the actual work being completed.



# 2017 - 2026 Capital Forecast

## Social Services - LTC & Services for Seniors

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

Type and Notes	Description	Current						2018-2026 TOTAL
		2017	2018	2019	2020	2021	2022-2026	
<b><u>NEW</u></b>								
<b>Machinery &amp; Equipment:</b>								
<b>    Fairview</b>								
	Ontario Telemedical Network Equipment	20	-	-	-	-	-	-
	Specialty Surfaces (mattresses)	-	10	10	10	10	50	90
1	Point of Care Tablets	-	100	-	-	-	-	100
<b>    Hillsdale Estates</b>								
	Ceiling Lift	-	9	9	9	9	45	81
	Hi Low Beds	-	130	130	130	130	650	1,170
	Therapeutic Surfaces	-	30	30	30	30	150	270
	IV Pump	-	18	-	-	-	-	18
1	Point of Care Tablets	-	150	-	-	-	-	150
<b>    Hillsdale Terraces</b>								
	Companion Phones	45	-	-	-	-	-	-
	Building Automation System Upgrade	60	-	-	-	-	-	-
1	Telecommunications Upgrade	500	560	-	-	-	-	560
1	Point of Care Tablets	-	100	-	-	-	-	100
<b>    Lakeview Manor</b>								
	Building Automation System Upgrade	-	-	-	-	-	250	250
1	Point of Care Tablets	-	80	-	-	-	-	80
<b>Building</b>								
<b>    Hillsdale Estates</b>								
	Tub Room Renovations	100	100	100	-	-	-	200
<b>    Lakeview Manor</b>								
1	Windows / Masonry	-	665	-	-	-	-	665
<b>Land/Land Improvement:</b>								
<b>    Hillsdale Estates</b>								
	Secured Therapeutic Garden Landscaping/Supplies	50	-	-	-	-	-	-
<b>New Subtotal</b>		<b>775</b>	<b>1,952</b>	<b>279</b>	<b>179</b>	<b>179</b>	<b>1,145</b>	<b>3,734</b>



## 2017 - 2026 Capital Forecast

## Social Services - LTC & Services for Seniors

### EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

Type and Notes	Description	Current						2018-2026 TOTAL
		2017	2018	2019	2020	2021	2022-2026	
<b><u>REPLACEMENT</u></b>								
<b>Machinery &amp; Equipment:</b>								
2	LTC Administration	3	-	-	-	-	-	-
2	Fairview	28	30	90	205	105	805	1,235
2	Hillsdale Estates	298	225	200	205	205	1,505	2,340
2	Hillsdale Terraces	233	250	473	264	346	1,870	3,203
2	Lakeview Manor	88	148	158	134	115	489	1,044
<b>Vehicles:</b>								
	Lakeview Manor	-	-	-	75	-	-	75
<b>Building:</b>								
	Lakeview Manor	-	40	-	40	-	370	450
<b>Replacement Subtotal</b>		<b>650</b>	<b>693</b>	<b>921</b>	<b>923</b>	<b>771</b>	<b>5,039</b>	<b>8,347</b>
<b>TOTAL TANGIBLE CAPITAL ASSETS:</b>		<b>1,425</b>	<b>2,645</b>	<b>1,200</b>	<b>1,102</b>	<b>950</b>	<b>6,184</b>	<b>12,081</b>

**Notes:**

**NEW:**

1. Communications improvements include upgrades to Voice over Internet Protocol (VoIP) phone system and nurse call system. The Homes are phasing in "point of care" technology, which requires enhanced documentation. Extensive repairs continue for windows and masonry at Lakeview Manor.

**REPLACEMENT:**

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



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

<b>EXPENDITURES:</b>		<b>Budget</b>	<b>Forecast</b>								<b>TOTAL</b>	
		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2017-2026</b>
1	Clarington Police Complex Phase 2-Regional Support Centre and Centre for Investigative Excellence		\$54,470									\$54,470
2	Operations Training Centre			\$1,610	\$23,000							\$24,610
3	Facility Repairs and Renovations	\$415	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,415
4	Durham North West Seaton					\$2,013	\$26,738					\$28,751
5	North Division Expansion					\$221	\$2,941					\$3,162
6	Central East Division								\$50,000			\$50,000
<b>TOTAL EXPENDITURES</b>		<b>\$415</b>	<b>\$55,470</b>	<b>\$2,610</b>	<b>\$24,000</b>	<b>\$3,234</b>	<b>\$30,679</b>	<b>\$1,000</b>	<b>\$51,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$170,408</b>





**NEED/EXPLANATION OF PROJECT**

1	Clarington Police Complex Phase 2 (Regional Support Centre and Centre for Investigative Excellence)	Phase 2 consists of the Regional Support Centre and the Centre for Investigative Excellence. It will be located at the intersection of Highway 2 and Maple Grove Road in Clarington with the existing East Division and Forensic Investigation Facility which opened in 2016. The space plans are based on estimates of future staffing and functional needs to ensure that the buildings are sufficiently sized for a building life of 30 to 40 years.
	Regional Support Centre	To house Tactical Support Unit, Canine Unit, Evidence and Property, Fleet, Quartermaster, and Facilities which are currently in rented facilities in Courtice and Tactical Support now located in the basement of Central East(Oshawa) Division. These permanent functions will be more economically housed in a regionally-owned facility rather than in rented facilities over the long term.
	Where is this function currently housed?	19 Courtice Court, Courtice in 23,505 sf. and Central East Division(Tactical Support Unit).
	Why is the current facility inadequate?	Size is inadequate, poorly laid out and long term leased facilities are less economic than owned facilities.
	Centre for Investigative Excellence Campus - Crime Management	This building will provide a central location for the majority of the functions of the Crime Management Branch which are now located in a number of separate facilities throughout the Region. The current space plan includes Homicide, Fraud, Robbery, Sexual Assault, Vulnerable Persons, Warrant Liaison and Polygraph.
	Where is this function currently housed?	Crime Management Branch units are currently housed in several locations in our facilities.
2	Why is the current facility inadequate?	Housing the functions together will provide operational benefits as well as a long-term location as planned growth occurs. This building was part of the original concept for the site which now houses the Central West(Whitby) Division, the Operations Training Centre and the Regional EMS Headquarters at 4060 Anderson Street.
	Operations Training Centre Phase 2	The Operations Training Centre Phase 2 will be located behind the Central West Division located at Anderson and Taunton Road. It will contain the functions now housed at the Police Education and Innovation Centre in leased space at Durham College. That lease will expire January 20, 2017. The college is prepared to renew the lease for 5 years.
	Where is this function currently housed?	Durham College in leased space.
3	Why is the current facility inadequate?	In the longer term the college may need the space for it's own students and administration. It is also cramped and distant from the range which is where the firearms training is done.
	Facility Repairs	2017 Projects: Building automation system replacements and access control replacement at West, Central East and North Divisions. 2018 Projects: West Division access control, Central East generator replacement. 2019 Projects: West Division paving, access control.
4	Durham North West Seaton	The growth in the north west part of the Region including Seaton is expected to necessitate additional space for the division which serves that area. According to the Toronto Region Conservation Authority, our West(Ajax-Pickering) Division cannot be expanded due to the fact that it is located on a flood plain. This may require us to locate another site and construct, at significant cost, an entirely new building in order to house a new division when it reaches its' capacity. Seaton serviced land assumed to be provided at no cost under provincial and landowner agreement.
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 44 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.



2017 Capital Budget & 2018 to 2026 Forecast

Durham Region Transit

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

EXPENDITURES	2017		2018		2019		2020		2021		2022-2026		TOTAL	
	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$	#	\$
<b>GROWTH RELATED CAPITAL</b>														
<b>BUSES:</b>														
Conventional Large Bus Expansion (40 Ft)	-	-	7	3,561	2	1,017	5	2,543	10	5,087	29	14,751	53	26,959
Conventional Small Bus Expansion (30 Ft)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
North Strategy Small Bus (PTIF)	2	400	-	-	-	-	-	-	-	-	-	-	2	400
Specialized Bus Expansion	-	-	1	200	-	-	1	200	1	200	2	400	5	1,000
Non Revenue Service Vehicle	1	35	1	35	-	-	-	-	-	-	-	-	2	70
<b>subtotal</b>	<b>3</b>	<b>435</b>	<b>9</b>	<b>3,796</b>	<b>2</b>	<b>1,017</b>	<b>6</b>	<b>2,743</b>	<b>11</b>	<b>5,287</b>	<b>31</b>	<b>15,151</b>	<b>62</b>	<b>28,429</b>
<b>FACILITIES:</b>														
Contracted Transit Services Transition	-	-	-	-	-	-	-	-	-	100	-	100	-	200
DRT Facility Needs Planning	-	100	-	-	-	-	-	-	-	-	-	-	-	100
New Indoor Bus Storage/Service Facility	-	-	-	5,000	-	50,000	-	-	-	100	-	-	-	55,100
Raleigh Office Area Demolition/Rebuild	-	-	-	-	-	-	-	-	-	1,000	-	-	-	1,000
New Facility in Seaton Phase 1	-	-	-	-	-	-	-	-	-	-	-	25,000	-	25,000
Furniture, Fixtures, and Equipment (FFE)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>subtotal</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200</b>	<b>-</b>	<b>25,100</b>	<b>-</b>	<b>81,400</b>
<b>SYSTEMS IMPROVEMENT:</b>														
Additional PRESTO for Growth Buses	2	27	7	95	2	27	5	67	10	135	29	392	55	743
Additional Fareboxes/Radios For Growth Buses	2	37	7	133	2	37	5	97	10	189	29	542	55	1,035
Additional ITS/Annunciators for Growth Buses	2	30	7	105	2	30	5	75	10	150	29	435	55	825
Automated Q-strait	2	32	7	112	2	32	5	80	10	160	29	464	55	880
On Board Security/IT Infrastructure/Camera (PTIF)	-	2,000	-	-	-	-	-	-	-	-	-	-	-	2,000
Smart Technology Upgrades	-	25	-	250	-	250	-	250	-	250	-	1,250	-	2,275
<b>subtotal</b>	<b>8</b>	<b>2,151</b>	<b>28</b>	<b>695</b>	<b>8</b>	<b>376</b>	<b>20</b>	<b>569</b>	<b>40</b>	<b>884</b>	<b>116</b>	<b>3,083</b>	<b>220</b>	<b>7,758</b>
<b>REPLACEMENT / REHABILITATION CAPITAL</b>														
<b>BUSES:</b>														
New Conventional Bus Replacement (40 Ft) (PTIF)	13	6,612	11	5,596	10	5,087	10	5,087	10	5,087	50	25,434	104	52,903
New Conventional Bus Replacement (30 Ft)	-	-	-	-	1	400	1	400	1	400	5	2,000	8	3,200
Specialized Mini Bus Replacement (PTIF)	4	800	4	800	4	800	4	800	4	800	20	4,000	40	8,000
Structural Refurbishing of Buses (PTIF)	5	1,010	17	3,226	9	1,665	9	1,665	9	1,665	45	8,325	94	17,556
Service Vehicle Replacement	1	35	2	150	1	35	3	145	2	70	13	665	22	1,100
<b>subtotal</b>	<b>23</b>	<b>8,457</b>	<b>34</b>	<b>9,772</b>	<b>25</b>	<b>7,987</b>	<b>27</b>	<b>8,097</b>	<b>26</b>	<b>8,022</b>	<b>133</b>	<b>40,424</b>	<b>268</b>	<b>82,759</b>
<b>FACILITIES:</b>														
Westney	-	488	-	-	-	-	-	-	-	-	-	-	-	488
Raleigh (PTIF)	-	7,450	-	-	-	-	-	-	-	-	-	-	-	7,450
Maintenance Shop Equipment	-	115	-	12	-	66	-	-	-	12	-	25	-	230
<b>subtotal</b>	<b>-</b>	<b>8,053</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>66</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>8,168</b>
<b>SYSTEMS IMPROVEMENT:</b>														
PRESTO/INIT MACD- Decommn/install	13	156	11	132	11	132	11	132	11	132	55	660	112	1,344
New Flyer Seat Stanchion retro-fit	148	107	-	-	-	-	-	-	-	-	-	-	148	107
Passenger Amenities (AODA pads, shelters, hydro)	-	-	-	250	-	250	-	250	-	250	-	1,250	-	2,250
Radio Transition (New Arrangement)	-	-	-	-	275	2,000	-	-	-	-	-	-	275	2,000
Advanced Fuel Mgt System - Raleigh	-	-	-	250	-	-	-	-	-	-	-	-	-	250
NextGen Radio for Emergency Management	-	30	-	-	-	-	-	-	-	-	-	-	-	30
<b>subtotal</b>	<b>161</b>	<b>293</b>	<b>11</b>	<b>632</b>	<b>286</b>	<b>2,382</b>	<b>11</b>	<b>382</b>	<b>11</b>	<b>382</b>	<b>55</b>	<b>1,910</b>	<b>535</b>	<b>5,981</b>
<b>PTIF ROAD RELATED</b>														
Construction Hwy 2 BRT Lanes (Westney to Harwood)	-	8,950	-	-	-	-	-	-	-	-	-	-	-	8,950
Design/Utility for Hwy 2 BRT Lanes (Brock to Glenanna)	-	1,000	-	-	-	-	-	-	-	-	-	-	-	1,000
On Road Cycling Lane Hwy 2 (Lake Ridge to Galea)	-	330	-	-	-	-	-	-	-	-	-	-	-	330
North Simcoe Commuter Lot	-	110	-	-	-	-	-	-	-	-	-	-	-	110
<b>subtotal</b>	<b>-</b>	<b>10,390</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,390</b>
<b>TOTAL EXPENDITURES</b>	<b>195</b>	<b>29,879</b>	<b>82</b>	<b>19,907</b>	<b>321</b>	<b>61,828</b>	<b>64</b>	<b>11,791</b>	<b>88</b>	<b>15,787</b>	<b>335</b>	<b>85,693</b>	<b>1,085</b>	<b>224,885</b>

FINANCING	2017	2018	2019	2020	2021	2022-2026	TOTAL
	\$	\$	\$	\$	\$	\$	\$
<b>REGULAR CAPITAL PROGRAM</b>							
Property Taxes	1,184	3,145	3,275	2,302	4,584	12,149	26,639
Development Charges-Residential	23	1,598	3,193	946	2,005	6,813	14,578
Development Charges-Non Residential	13	885	1,769	524	1,111	3,774	8,076
Ontario Gas Tax Revenue	6,599	6,519	7,979	8,019	8,087	40,151	77,354
Debentures	3,725	4,561	45,612	-	-	22,806	76,704
PTIF	14,331	3,198	-	-	-	-	17,529
Quick Win Phase 1 Hwy 2 BRT	2,600	-	-	-	-	-	2,600
Other	1,405	-	-	-	-	-	1,405
<b>TOTAL FINANCING</b>	<b>29,879</b>	<b>19,907</b>	<b>61,828</b>	<b>11,791</b>	<b>15,787</b>	<b>85,693</b>	<b>224,885</b>

Note: Rows and Columns may not add due to rounding.



# The Regional Municipality of Durham

2017 - 2026 Forecast - Major Capital Projects

## Works - Solid Waste Management

ITEM	2017 BUDGET ESTIMATES	2018 BUDGET ESTIMATES	2019 BUDGET ESTIMATES	2020 BUDGET ESTIMATES	2021 BUDGET ESTIMATES	2022 BUDGET ESTIMATES	2023 BUDGET ESTIMATES	2024 BUDGET ESTIMATES	2025 BUDGET ESTIMATES	2026 BUDGET ESTIMATES	TOTAL PROJECT ESTIMATES
<b>Expenses</b>											
<b>Former Landfill sites (Blackstock, Darlington, Scugog, Scott and Whitby)</b>											
1 Major landfill protection improvements as required by the MOE											
Blackstock landfill <sup>(1)</sup>											-
Remediation/Reclamation											-
Scugog landfill											-
Remediation - Purchase Contaminant Attenuation Zone		500,000									500,000
Convert to Parkland									60,000	940,000	1,000,000
Scott landfill											-
Landfill Reclamation (Mining)		2,325,000									2,325,000
Scott Landfill/Blackstock Landfill											-
Landscaping Restoration		444,450									444,450
<b>Subtotal</b>	\$ -	\$ 3,269,450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 940,000	\$ 4,269,450
<b>Former Landfill site in Oshawa</b>											
2 Major landfill protection improvements as required by the MOE											-
Regrading											-
Stormwater Management				780,000	750,000	300,000	150,000	150,000	300,000	150,000	2,580,000
<b>Subtotal</b>	\$ -	\$ -	\$ -	\$ 780,000	\$ 750,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 300,000	\$ 150,000	\$ 2,580,000
<b>Organics Plan/Anaerobic Digestion</b>											
3 Utilization of Anaerobic Digestion to produce green energy											-
* Preliminary Design/Consultant Investigation											-
Construction	800,000	72,000,000									72,800,000
<b>Subtotal</b>	\$ 800,000	\$ 72,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,800,000
<b>Optimization Study - New Waste Transfer and Processing Facility</b>											
4 Transfer & Processing Facility to meet Provincial Regulations											-
* Final Design & Tendering		500,000									500,000
Construction 2018		6,500,000									6,500,000
<b>Subtotal</b>	\$ -	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000
<b>New Seaton Waste Management Facility</b>											
5 New Waste Management Facility to meet Provincial Regulations											-
Final Design & Tendering				500,000							500,000
Construction				8,000,000							8,000,000
<b>Subtotal</b>	\$ -	\$ -	\$ -	\$ 8,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,500,000
<b>Enhancement of Optical Sorting Equipment at Material Recovery Facility (MRF)</b>											
6 Upgrade Sorting Lines											-
Equipment	2,000,000										2,000,000
<b>Subtotal</b>	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
<b>Total Expenses Major Capital</b>	\$ 2,800,000	\$ 82,269,450	\$ -	\$ 9,280,000	\$ 750,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 360,000	\$ 1,090,000	\$ 97,149,450
Provincial Subsidy (CIF Fund)	\$ 872,627										
<b>Total Other Funding</b>	\$ 872,627	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net Solid Waste Management Tax Contribution</b>	\$ 1,927,373	\$ 82,269,450	\$ -	\$ 9,280,000	\$ 750,000	\$ 300,000	\$ 150,000	\$ 150,000	\$ 360,000	\$ 1,090,000	\$ 97,149,450

**Notes:**

Further details provided in the 2017 Solid Waste Management Servicing and Financing Study and subsequent studies, including updates of studies and business case analyses regarding eco-station facilities, waste transfer, landfill mining and anaerobic digestion or other pre-sort technologies. Required capital funding may include public or private partnerships and/or grants and will be identified through business cases and as part of future project approval processes.

# 2017 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>											
103	Resurfacing / Rehabilitation Program	O.10	C	1,000,000	119,000	881,000	881,000	0	0	0	0
10	Simcoe St. (Beech St. to Reach St. (RR8))	O.10	D,U	150,000	0	150,000	150,000	0	0	0	0
12	Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	O.10	D	100,000	0	100,000	100,000	0	0	0	0
13	Columbus Rd. (Townline Rd. N. to Enfield Rd. (RR34))	O.10	D	100,000	0	100,000	100,000	0	0	0	0
19	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	P,U	100,000	0	100,000	100,000	0	0	0	0
82	Farewell St. (Harbour Rd. to Bloor St.)	O.10	D	200,000	0	200,000	200,000	0	0	0	0
86	Region Rd. 57 (Taunton Rd. to Hwy 407)	O.10	D	50,000	0	50,000	50,000	0	0	0	0
87	Region Rd. 57 (S. of Conc. Rd. 3 to 0.13 km N. of Conc. Rd. 4)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	439,000	0	439,000	439,000	0	0	0	0
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	350,000	0	350,000	350,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	1.99	C	1,600,000	0	160,000	160,000	259,200	57,600	144,000	979,200
107	Signal Modernization Program	O.14	C	1,350,000	0	1,350,000	1,350,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	320,000	0	320,000	320,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	650,000	0	65,000	65,000	105,300	23,400	58,500	397,800
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,169,000</b>	<b>119,000</b>	<b>6,160,000</b>	<b>6,160,000</b>	<b>520,200</b>	<b>115,600</b>	<b>289,000</b>	<b>1,965,200</b>
<b>B Special Rehabilitation Levy</b>											
4	Conc. Rd. 7 (Reg. Rd. 11 to 0.4 km N. of Ashworth Rd.)	O.10	U	300,000	0	300,000	300,000	0	0	0	0
5	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	O.10	D	200,000	0	200,000	200,000	0	0	0	0
6	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to Elgin St. East)	O.10	D,P	200,000	0	200,000	200,000	0	0	0	0
7	Simcoe St. (Rossland Rd. to Robert St.)	O.10	C	4,100,000	0	4,100,000	4,100,000	0	0	0	0
17	Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)	O.10	D	100,000	0	100,000	100,000	0	0	0	0
24	Reg. Rd. 12 (E. limit of Wilfred to 3.0km W. of Hwy. 12)	O.10	C	3,900,000	0	3,900,000	3,900,000	0	0	0	0
25	Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)	O.10	P	50,000	0	50,000	50,000	0	0	0	0
26	Zephyr Rd. (Conc. 5 to 0.7 km east of Conc. 5)	O.10	D,P	125,000	0	125,000	125,000	0	0	0	0
27	Reg. Rd. 13, (Lake Ridge Rd. - 1.5 km west of Highway 12) PH I	O.9	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
32	Ritson Rd. (Maine St. to Given Rd.)	O.10	D,P,U,C	1,200,000	0	1,200,000	1,200,000	0	0	0	0
47	Lake Ridge Rd. (1.6km N. of Hwy. 7 to S. of Conc. 9 (Reg. Rd. 5))	O.10	D,U,P	1,400,000	0	1,400,000	1,400,000	0	0	0	0
48	Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.	O.10	D	150,000	0	150,000	150,000	0	0	0	0
49	Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.	O.10	P	50,000	0	50,000	50,000	0	0	0	0
62	Reg. Rd. 30 Townline Rd. (Reg. Rd. 8 to Vivian Rd.)	O.10	P,U	150,000	0	150,000	150,000	0	0	0	0
63	Reg. Rd. 30, Townline Rd. (Vivian Rd. to 0.2km S. of Davis Dr.)	O.10	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
96	King St. / Maple Grove Rd. Intersection	O.10	C	400,000	0	400,000	400,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	5,920,000	0	5,920,000	5,920,000	0	0	0	0
	Crack Sealing Program										
	Townline Road (Beatrice St. to Taunton Road)										
	Bloor St. (Prestonvale Rd. - Courtice Rd.)										
	Other Location Allowance										
<b>Total Special Road Rehabilitation Levy</b>				<b>21,245,000</b>	<b>0</b>	<b>21,245,000</b>	<b>21,245,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2017 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>											
128	Reg. Rd. 4, W.A. Twelvetrees Bridge Rehabilitation	O.12	D	100,000	0	100,000	100,000	0	0	0	0
132	Reg. Rd. 6, Sainfield Rd. Bridge Replacement	O.11	D	200,000	0	200,000	200,000	0	0	0	0
140	Reg. Rd. 16, Ritson Rd. / CP Overpass	O.12	U	100,000	0	100,000	100,000	0	0	0	0
143	Reg. Rd. 22, John Mills Bridge	O.12	C	1,750,000	0	1,750,000	1,750,000	0	0	0	0
154	Reg. Rd. 46, Brock Street over Pringle Creek Bridge	O.12	C	750,000	0	750,000	750,000	0	0	0	0
161	Reg. Rd. 57, Robins Bridge	O.12	D	50,000	0	50,000	50,000	0	0	0	0
162	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	C	150,000	0	150,000	150,000	0	0	0	0
165	Reg. Rd. 59, Gibb St. over Oshawa Creek Bridge	O.12	D	200,000	0	200,000	200,000	0	0	0	0
168	Various Bridge Construction, Rehabilitation and Replacement Work	O.12	D,C	2,300,000	75,000	2,225,000	2,225,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>5,600,000</b>	<b>75,000</b>	<b>5,525,000</b>	<b>5,525,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2017 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
3	Brock Rd. / Goodwood Rd. Intersection	1.3	D	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
11	Winchester (Baldwin St. to Garrard Rd.) PH I: Winchester Rd. / Thicksn Rd. Intersection. and Anderson St. to Garrard Rd and PH II Design & Property	3.1	D,P,C	2,150,000	0	86,000	86,000	371,520	82,560	206,400	1,403,520
14	Reg. Rd. 3 (Concession 8) / Reg. Rd. 57 Intersection	1.45	P	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
17	Taunton Rd. / Enfield Rd. Intersection	1.11	U,C	3,775,000	0	377,500	377,500	611,550	135,900	339,750	2,310,300
18	Taunton Rd. / Courtice Rd. Intersection	1.12	D	200,000	0	20,000	20,000	32,400	7,200	18,000	122,400
20	Taunton Rd. / Region Rd.57 Intersection	1.13	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
23	Reg. Rd. 12 / Lake Ridge Rd. Intersection	1.21	P,U	400,000	0	40,000	40,000	64,800	14,400	36,000	244,800
27	Reg. Rd. 13 / Lake Ridge Rd. Intersection	1.20	C	4,000,000	0	400,000	400,000	648,000	144,000	360,000	2,448,000
29	Liberty St. / Concession Rd. 3 Intersection	1.99	D	400,000	0	40,000	40,000	64,800	14,400	36,000	244,800
37	Bayly St. / Church St. Intersection	1.88	D	200,000	0	20,000	20,000	32,400	7,200	18,000	122,400
38	Bayly St. / Westney Rd. Intersection	1.88	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
41	Victoria St. (South Blair St. - W. of Thicksn Rd.)	22.4	P,U	120,000	0	18,000	18,000	18,360	4,080	10,200	69,360
50	Consumers Dr. (E. of Thicksn Rd. - Thornton Rd.) extension	25.3	P,C	9,915,000	0	99,150	99,150	1,766,853	392,634	981,585	6,674,778
51	Champlain Ave. / Thornton Rd. Intersection	52.1	P,C	5,000,000	0	350,000	350,000	837,000	186,000	465,000	3,162,000
52	Thicksn Rd. (Wentworth St. - CNR Kingston)	26.1	D	50,000	0	8,000	8,000	7,560	1,680	4,200	28,560
57	Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection	112.1	D,P,U	480,000	0	62,400	62,400	75,168	16,704	41,760	283,968
58	Rossland Rd. / Garden St. Intersection	1.25	P	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
67	Westney Rd. (N. of Rossland Rd. - Taunton Rd.)	31.4	D,P,U	1,000,000	0	40,000	40,000	172,800	38,400	96,000	652,800
70	Harmony Rd. (Coldstream Dr. - Conlin Rd.)	33.4	U	350,000	0	59,500	59,500	52,290	11,620	29,050	197,540
81	Townline Rd. / Pebblestone Rd. Intersection	1.41	D,P,U	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
83	Martin Rd. (Baseline Rd. to S. of Reg. Hwy 2)	57.1	D,P	900,000	0	180,000	180,000	129,600	28,800	72,000	489,600
84	Durham Rd. 57. (S. of Reg. Hwy 2 to N. of Stevens Rd.)	57.1	U	300,000	0	60,000	60,000	43,200	9,600	24,000	163,200
89	Manning Rd./ Brock St. Intersection	1.52	U	250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
90	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.)	58.1	D	600,000	0	6,000	6,000	106,920	23,760	59,400	403,920
92	Gibb St. (E. of Stevenson Rd. - Simcoe St.)	59.1	P	750,000	0	135,000	135,000	110,700	24,600	61,500	418,200
96	King St. / Maple Grove Rd. Intersection	1.47	C	800,000	0	80,000	80,000	129,600	28,800	72,000	489,600
98	Reg. Hwy 12 (N. of Rossland Rd. - Taunton Rd.)	112.1	C	11,850,000	0	1,540,500	1,540,500	1,855,710	412,380	1,030,950	7,010,460
113	Miscellaneous Property Acquisition	0.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	0.4		261,000	0	26,100	26,100	42,282	9,396	23,490	159,732
118	Region's Share - Dev. Related Projects	0.8	C	100,000	0	0	0	18,000	4,000	10,000	68,000
<b>Total Special Roads Levy</b>				<b>45,151,000</b>	<b>0</b>	<b>3,803,150</b>	<b>3,803,150</b>	<b>7,442,613</b>	<b>1,653,914</b>	<b>4,134,785</b>	<b>28,116,538</b>
<b>Grand Total Attribution</b>				<b>81,165,000</b>	<b>194,000</b>	<b>36,733,150</b>	<b>36,733,150</b>	<b>7,962,813</b>	<b>1,769,514</b>	<b>4,423,785</b>	<b>30,081,738</b>
Available Development Charges								<b>969,300</b>	<b>0</b>	<b>4,423,785</b>	<b>30,081,738</b>
Development Charge Shortfall to be Financed from Special Levy for Growth Related Projects								<b>6,993,513</b>	<b>1,769,514</b>	<b>0</b>	<b>0</b>
<b>Grand Total Financing</b>				<b>81,165,000</b>	<b>194,000</b>	<b>36,733,150</b>	<b>36,733,150</b>	<b>969,300</b>	<b>0</b>	<b>4,423,785</b>	<b>30,081,738</b>

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County	\$75,000
Developers	\$119,000
<b>TOTAL</b>	<b>\$194,000</b>

# 2018 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	350,000	0	350,000	350,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,031,000	0	2,031,000	2,031,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	1.99	C	1,650,000	0	165,000	165,000	267,300	59,400	148,500	1,009,800
107	Signal Modernization Program	O.14	C	1,350,000	0	1,350,000	1,350,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	100,000	0	100,000	100,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	590,000	0	59,000	59,000	95,580	21,240	53,100	361,080
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,081,000</b>	<b>0</b>	<b>6,200,000</b>	<b>6,200,000</b>	<b>518,580</b>	<b>115,240</b>	<b>288,100</b>	<b>1,959,080</b>
<b>B Special Rehabilitation Levy</b>											
4	Conc. Rd. 7 (Reg. Rd. 11 to 0.4 km N. of Ashworth Rd.)	O.10	C	4,000,000	0	4,000,000	4,000,000	0	0	0	0
5	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	O.10	P	200,000	0	200,000	200,000	0	0	0	0
6	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to Elgin St. East)	O.10	U	50,000	0	50,000	50,000	0	0	0	0
10	Simcoe St. (Beech St. to Reach St. (RR8))	O.10	C	2,200,000	0	2,200,000	2,200,000	0	0	0	0
12	Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	O.10	P	250,000	0	250,000	250,000	0	0	0	0
19	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	P,U,C	1,600,000	0	1,600,000	1,600,000	0	0	0	0
25	Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)	O.10	U	50,000	0	50,000	50,000	0	0	0	0
26	Zephyr Rd. (Conc. 5 to 0.7 km east of Conc. 5)	O.10	U	175,000	0	175,000	175,000	0	0	0	0
27	Reg. Rd. 13, (Lake Ridge Rd. - 1.5 km west of Highway 12) PH I	O.9	C	5,800,000	0	5,800,000	5,800,000	0	0	0	0
47	Lake Ridge Rd. (1.6km N. of Hwy. 7 to S. of Conc. 9 (Reg. Rd. 5))	O.10	C	9,500,000	0	9,500,000	9,500,000	0	0	0	0
48	Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.	O.10	P	150,000	0	150,000	150,000	0	0	0	0
49	Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.	O.10	U	150,000	0	150,000	150,000	0	0	0	0
62	Reg. Rd. 30 Townline Rd. (Reg. Rd. 8 to Vivian Rd.)	O.10	C	1,800,000	0	1,800,000	1,800,000	0	0	0	0
76	Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)	O.10	P	100,000	0	100,000	100,000	0	0	0	0
86	Region Rd. 57 (Taunton Rd. to Hwy 407)	O.10	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
87	Region Rd. 57 (S. of Conc. Rd. 3 to 0.13 km N. of Conc. Rd. 4)	O.10	C	3,800,000	0	3,800,000	3,800,000	0	0	0	0
94	Wentworth St. (Simcoe St. to Farewell St.)	O.10	D	100,000	0	100,000	100,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	1,194,000	0	1,194,000	1,194,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>32,619,000</b>	<b>0</b>	<b>32,619,000</b>	<b>32,619,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2018 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>C Structure Rehabilitation/Replacement Funding</b>											
124	Reg. Rd. 2, Simcoe St. / Oshawa Creek Bridge	O.12	U	100,000	0	100,000	100,000	0	0	0	0
132	Reg. Rd. 6, Saintfield Rd. Bridge Replacement	O.11	P	50,000	0	50,000	50,000	0	0	0	0
133	Reg. Rd. 8, Siloam Bridge Replacement	O.11	P	50,000	0	50,000	50,000	0	0	0	0
134	Reg. Rd. 8, Nonquon Bridge Replacement	O.11	EA	200,000	0	200,000	200,000	0	0	0	0
135	Reg. Rd. 11, Smith Bridge Replacement	O.11	EA	200,000	0	200,000	200,000	0	0	0	0
140	Reg. Rd. 16, Ritson Rd. / CP Overpass	O.12	C	2,250,000	0	2,250,000	2,250,000	0	0	0	0
147	Reg. Rd. 23, White's Creek Bridge	O.12	C	350,000	0	350,000	350,000	0	0	0	0
148	Reg. Rd. 28, Rossland Road Over Oshawa Creek	O.12	D	180,000	0	180,000	180,000	0	0	0	0
155	Reg. Rd. 46, Brock Street CNR Overpass Bridge	O.12	C	800,000	0	800,000	800,000	0	0	0	0
158	Reg. Rd. 51, Gamebridge Bridge	O.12	C	2,000,000	1,000,000	1,000,000	1,000,000	0	0	0	0
161	Reg. Rd. 57, Robins Bridge	O.12	C	200,000	0	200,000	200,000	0	0	0	0
162	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	EA	100,000	0	100,000	100,000	0	0	0	0
165	Reg. Rd. 59, Gibb St. over Oshawa Creek Bridge	O.12	U	50,000	0	50,000	50,000	0	0	0	0
167	Reg. Hwy 47, Uxbridge Brook Culvert Replacement	O.11	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>9,030,000</b>	<b>1,000,000</b>	<b>8,030,000</b>	<b>8,030,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# 2018 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Taunton Rd. - 5th Concession Rd.) PH I	1.4	C	540,000	0	37,800	37,800	90,396	20,088	50,220	341,496
3	Brock Rd. / Goodwood Rd. Intersection	1.3	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
8	Simcoe St. (N. of Conlin Rd. - Winchester Rd.) PH II	2.1	C	12,200,000	0	1,708,000	1,708,000	1,888,560	419,680	1,049,200	7,134,560
11	Winchester (Baldwin St. - Garrard Rd.) PH II; Baldwin St. to Anderson St.	3.1	U	200,000	0	8,000	8,000	34,560	7,680	19,200	130,560
14	Reg. Rd. 3 (Concession 8) / Reg. Rd. 57 Intersection	1.45	U	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
20	Taunton Rd. / Region Rd. 57 Intersection	1.13	P	250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
23	Reg. Rd. 12 / Lake Ridge Rd. Intersection	1.21	C	2,800,000	0	280,000	280,000	453,600	100,800	252,000	1,713,600
29	Liberty St. / Concession Rd. 3 Intersection	1.99	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
31	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	EA	500,000	0	170,000	170,000	59,400	13,200	33,000	224,400
37	Bayly St. / Church St. Intersection	1.88	P	250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
41	Victoria St. (South Blair St. - W. of Thicksion Rd.)	22.4	C	9,500,000	0	1,425,000	1,425,000	1,453,500	323,000	807,500	5,491,000
42	Victoria St. (E. of Thicksion Rd. - W. of Stevenson Rd.)	22.5	U	600,000	0	108,000	108,000	88,560	19,680	49,200	334,560
45	Lake Ridge Rd. (Bayly St. - Kingston Rd.)	23.1	D	300,000	0	99,000	99,000	36,180	8,040	20,100	136,680
46	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	EA	250,000	0	37,500	37,500	38,250	8,500	21,250	144,500
52	Thicksion Rd. (Wentworth St. - CNR Kingston)	26.1	P	50,000	0	8,000	8,000	7,560	1,680	4,200	28,560
57	Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection	112.1	C	200,000	0	26,000	26,000	31,320	6,960	17,400	118,320
58	Rossland Rd. / Garden St. Intersection	1.25	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
59	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	EA	500,000	0	20,000	20,000	86,400	19,200	48,000	326,400
61	Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)	29.1	EA	200,000	0	12,000	12,000	33,840	7,520	18,800	127,840
62	Townline Rd. / Region Rd. 8 Intersection	1.28	C	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
62	Townline Rd. / Vivian Rd. Intersection	1.29	C	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
67	Westney Rd. (N. of Rossland Rd. - Taunton Rd.)	31.4	C	300,000	0	12,000	12,000	51,840	11,520	28,800	195,840
69	Harmony Rd. (Rossland Rd. - Taunton Rd.)	33.3	C	8,800,000	0	528,000	528,000	1,488,960	330,880	827,200	5,624,960
79	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	EA	250,000	0	20,000	20,000	41,400	9,200	23,000	156,400
80	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	EA	250,000	0	87,500	87,500	29,250	6,500	16,250	110,500
81	Townline Rd. / Pebblestone Rd. Intersection	1.41	C	900,000	0	90,000	90,000	145,800	32,400	81,000	550,800
83	Martin Rd. (Baseline Rd. to S. of Reg. Hwy 2)	57.1	U	400,000	0	80,000	80,000	57,600	12,800	32,000	217,600
89	Manning Rd./ Brock St. Intersection	1.52	C	200,000	0	20,000	20,000	32,400	7,200	18,000	122,400
90	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.)	58.1	P	800,000	0	8,000	8,000	142,560	31,680	79,200	538,560
92	Gibb St. (E. of Stevenson Rd. - Simcoe St.)	59.1	D,P	2,850,000	0	513,000	513,000	420,660	93,480	233,700	1,589,160
99	Reg. Hwy. 12 (Taunton Rd. - Garden St.)	112.2	D	500,000	0	60,000	60,000	79,200	17,600	44,000	299,200
113	Miscellaneous Property Acquisition	O.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	O.4		1,000,000	0	100,000	100,000	162,000	36,000	90,000	612,000
118	Region's Share - Dev. Related Projects	O.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>45,990,000</b>	<b>0</b>	<b>5,617,800</b>	<b>5,617,800</b>	<b>7,266,996</b>	<b>1,614,888</b>	<b>4,037,220</b>	<b>27,453,096</b>
<b>Grand Total Financing</b>				<b>96,720,000</b>	<b>1,000,000</b>	<b>52,466,800</b>	<b>52,466,800</b>	<b>7,785,576</b>	<b>1,730,128</b>	<b>4,325,320</b>	<b>29,412,176</b>

NOTES:  
 1) Other Sources of Revenue Include:  
 Simcoe County \$1,000,000  
 TOTAL \$1,000,000

## 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>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	450,000	0	450,000	450,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,648,000	0	2,648,000	2,648,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	I.99	C	1,650,000	0	165,000	165,000	267,300	59,400	148,500	1,009,800
107	Signal Modernization Program	O.14	C	710,000	0	710,000	710,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	100,000	0	100,000	100,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	820,000	0	82,000	82,000	132,840	29,520	73,800	501,840
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,388,000</b>	<b>0</b>	<b>6,300,000</b>	<b>6,300,000</b>	<b>555,840</b>	<b>123,520</b>	<b>308,800</b>	<b>2,099,840</b>
<b>B Special Rehabilitation Levy</b>											
5	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
6	Centre St. (King St. to Brock St. West) and Simcoe St. (Brock St. West to Elgin St. East)	O.10	C	4,800,000	0	4,800,000	4,800,000	0	0	0	0
12	Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
13	Columbus Rd. (Townline Rd. N. to Enfield Rd. (RR34))	O.10	P	150,000	0	150,000	150,000	0	0	0	0
17	Taunton Rd. (E. of Townline Rd. to W. of Enfield Rd.)	O.10	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
19	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	P,U,C	1,600,000	0	1,600,000	1,600,000	0	0	0	0
22	Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18)	O.10	D	50,000	0	50,000	50,000	0	0	0	0
25	Zephyr Rd. (Scott Conc. 3 (Reg. Rd. 39) to Conc. 4)	O.10	C	800,000	0	800,000	800,000	0	0	0	0
26	Zephyr Rd. (Conc. 5 to 0.7 km east of Conc. 5)	O.10	C	690,000	0	690,000	690,000	0	0	0	0
27	Reg. Rd. 13. (Lake Ridge Rd. - 1.5 km west of Highway 12) PH II	O.9	C	6,000,000	0	6,000,000	6,000,000	0	0	0	0
48	Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.	O.10	U	100,000	0	100,000	100,000	0	0	0	0
49	Lake Ridge Rd. from Chalk Lake Rd. to 1.5km N. of Chalk Lake Rd.	O.10	C	2,200,000	0	2,200,000	2,200,000	0	0	0	0
76	Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)	O.10	U	200,000	0	200,000	200,000	0	0	0	0
82	Farewell St. (Harbour Rd. to Bloor St.)	O.10	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	10,212,000	0	10,212,000	10,212,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>32,002,000</b>	<b>0</b>	<b>32,002,000</b>	<b>32,002,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>C Structure Rehabilitation/Replacement Funding</b>											
128	Reg. Rd. 4, W.A. Twelvetrees Bridge Rehabilitation	O.12	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
129	Reg. Rd. 4, Hampton Bridge	O.12	D	120,000	0	120,000	120,000	0	0	0	0
132	Reg. Rd. 6, Saintfield Rd. Bridge Replacement	O.11	U	50,000	0	50,000	50,000	0	0	0	0
133	Reg. Rd. 8, Siloam Bridge Replacement	O.11	U	50,000	0	50,000	50,000	0	0	0	0
134	Reg. Rd. 8, Nonquon Bridge Replacement	O.11	D	200,000	0	200,000	200,000	0	0	0	0
135	Reg. Rd. 11, Smith Bridge Replacement	O.11	D	200,000	0	200,000	200,000	0	0	0	0
137	Reg. Rd. 13, Laurie Bridge Replacement	O.11	EA	200,000	0	200,000	200,000	0	0	0	0
138	Reg. Rd. 15, Beaverton River Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
146	Reg. Rd. 23, Beaverton Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
157	Reg. Rd. 50, Trent Canal Overpass	O.12	C	1,500,000	750,000	750,000	750,000	0	0	0	0
162	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	D	200,000	0	200,000	200,000	0	0	0	0
165	Reg. Rd. 59, Gibb St. over Oshawa Creek Bridge	O.12	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>7,820,000</b>	<b>750,000</b>	<b>7,070,000</b>	<b>7,070,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2019 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
1	Brock Rd. (Taunton Rd. - 5th Concession Rd.) PH II	1.4	C	8,800,000	0	616,000	616,000	1,473,120	327,360	818,400	5,565,120
2	Brock Rd. / 7th Concession Rd. Intersection	1.2	D	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
3	Brock Rd. / Goodwood Rd. Intersection	1.3	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
11	Winchester (Baldwin St. - Garrard Rd.) PH II: Baldwin St. to Anderson St.	3.1	C	300,000	0	12,000	12,000	51,840	11,520	28,800	195,840
14	Reg. Rd. 3 (Concession 8) / Reg. Rd. 57 Intersection	1.45	C	1,500,000	0	150,000	150,000	243,000	54,000	135,000	918,000
16	Taunton Rd. / Anderson St. Intersection	1.9	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
18	Taunton Rd. / Courtice Rd. Intersection	1.12	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
20	Taunton Rd. / Region Rd. 57 Intersection	1.13	U	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
28	Liberty Reg. Rd. 14 (Baseline Rd. - King St)	14.1	P	400,000	0	140,000	140,000	46,800	10,400	26,000	176,800
29	Liberty St. / Concession Rd. 3 Intersection	1.99	U	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
31	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	D	500,000	0	170,000	170,000	59,400	13,200	33,000	224,400
37	Bayly St. / Church St. Intersection	1.88	U	400,000	0	40,000	40,000	64,800	14,400	36,000	244,800
42	Victoria St. (E. of Thicketon Rd. - W. of Stevenson Rd.)	22.5	C	9,400,000	0	1,692,000	1,692,000	1,387,440	308,320	770,800	5,241,440
45	Lake Ridge Rd. (Bayly St. - Kingston Rd.)	23.1	P	100,000	0	33,000	33,000	12,060	2,680	6,700	45,560
46	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	D	200,000	0	30,000	30,000	30,600	6,800	17,000	115,600
52	Thicketon Rd. (Wentworth St. - CNR Kingston)	26.1	U	50,000	0	8,000	8,000	7,560	1,680	4,200	28,560
53	Thicketon Rd. / Burns St. Intersection	1.88	D	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
54	Thicketon Rd. / Rossland Rd. Intersection	1.22	D	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
55	Thicketon Rd. (Taunton Rd. to Hwy 407)	26.5	EA	500,000	0	80,000	80,000	75,600	16,800	42,000	285,600
56	Rossland Rd. / Cochrane St. Intersection	1.24	D	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
57	Rossland Rd. / Brock St. (Reg. Hwy. 12) Intersection	112.1	C	6,500,000	0	845,000	845,000	1,017,900	226,200	565,500	3,845,400
58	Rossland Rd. / Garden St. Intersection	1.25	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
59	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	D	500,000	0	20,000	20,000	86,400	19,200	48,000	326,400
61	Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)	29.1	D	300,000	0	18,000	18,000	50,760	11,280	28,200	191,760
64	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	D	250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
65	Westney Rd. (Bayly St. to Hwy 401)	31.1	EA	200,000	0	16,000	16,000	33,120	7,360	18,400	125,120
66	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	EA	200,000	0	10,000	10,000	34,200	7,600	19,000	129,200
70	Harmony Rd. (Coldstream Dr. - Conlin Rd.)	33.4	C	5,400,000	0	918,000	918,000	806,760	179,280	448,200	3,047,760
77	Thornton Rd. (North of Consumers Dr. extension - King St.)	52.1	EA	500,000	0	35,000	35,000	83,700	18,600	46,500	316,200
79	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	D	500,000	0	40,000	40,000	82,800	18,400	46,000	312,800
84	Durham Rd. 57. (S. of Reg. Hwy 2 to N. of Stevens Rd.)	57.1	C	5,250,000	0	1,050,000	1,050,000	756,000	168,000	420,000	2,856,000
84	Durham Rd. 57. (S. of Reg. Hwy 2 to N. of Stevens Rd.) Stevens Rd. Int.	1.42	C	250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
89	Manning Rd./ Brock St. Intersection	1.52	C	2,500,000	0	250,000	250,000	405,000	90,000	225,000	1,530,000
90	Manning Rd./ Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.)	58.1	U	100,000	0	1,000	1,000	17,820	3,960	9,900	67,320
92	Gibb St. (E. of Stevenson Rd. - Simcoe St.)	59.1	D,P,C	1,900,000	0	342,000	342,000	280,440	62,320	155,800	1,059,440
93	Gibb St./ Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	P	1,000,000	0	30,000	30,000	174,600	38,800	97,000	659,600
99	Reg. Hwy. 12 (Taunton Rd. - Garden St.)	112.2	P	500,000	0	60,000	60,000	79,200	17,600	44,000	299,200
100	Region Hwy 47 / Concession 6 Intersection	199	D	100,000	0	1,000	1,000	17,820	3,960	9,900	67,320
113	Miscellaneous Property Acquisition	0.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
118	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>50,150,000</b>	<b>0</b>	<b>6,832,000</b>	<b>6,832,000</b>	<b>7,797,240</b>	<b>1,732,720</b>	<b>4,331,800</b>	<b>29,456,240</b>
<b>Grand Total Financing</b>				<b>99,360,000</b>	<b>750,000</b>	<b>52,204,000</b>	<b>52,204,000</b>	<b>8,353,080</b>	<b>1,856,240</b>	<b>4,640,600</b>	<b>31,556,080</b>

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County  
TOTAL

\$750,000  
\$750,000

## 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>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,830,000	0	2,830,000	2,830,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	1.99	C	1,675,000	0	167,500	167,500	271,350	60,300	150,750	1,025,100
107	Signal Modernization Program	O.14	C	710,000	0	710,000	710,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	100,000	0	100,000	100,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	475,000	0	47,500	47,500	76,950	17,100	42,750	290,700
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,200,000</b>	<b>0</b>	<b>6,400,000</b>	<b>6,400,000</b>	<b>504,000</b>	<b>112,000</b>	<b>280,000</b>	<b>1,904,000</b>
<b>B Special Rehabilitation Levy</b>											
5	Conc. Rd. 7 (Foster Dr. to S. limit of Leaskdale)	O.10	C	2,200,000	0	2,200,000	2,200,000	0	0	0	0
12	Columbus Rd. E. (Grandview St. N. to Townline Rd. N.)	O.10	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
13	Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))	O.10	U	100,000	0	100,000	100,000	0	0	0	0
19	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	P,U,C	1,600,000	0	1,600,000	1,600,000	0	0	0	0
22	Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18)	O.10	U	50,000	0	50,000	50,000	0	0	0	0
29	Liberty St. from Longworth Ave. to Concession Rd. 3	O.10	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
48	Lake Ridge Rd. from N. of Reg. Rd. 5 to S. of Chalk Lake Rd.	O.10	C	4,500,000	0	4,500,000	4,500,000	0	0	0	0
76	Cochrane St. (Ferguson St. to 0.4km N. of Vernon St.)	O.10	C	3,000,000	0	3,000,000	3,000,000	0	0	0	0
94	Wentworth St. (Simcoe St. to Farewell St.)	O.10	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	14,370,000	0	14,370,000	14,370,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>31,820,000</b>	<b>0</b>	<b>31,820,000</b>	<b>31,820,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
124	Reg. Rd. 2, Simcoe St. / Oshawa Creek Bridge	O.12	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
125	Reg. Rd. 2, Seagrave Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
132	Reg. Rd. 6, Saintfield Rd. Bridge Replacement	O.11	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
133	Reg. Rd. 8, Siloam Bridge Replacement	O.11	C	2,400,000	0	2,400,000	2,400,000	0	0	0	0
134	Reg. Rd. 8, Nonquon Bridge Replacement	O.11	P,U	100,000	0	100,000	100,000	0	0	0	0
135	Reg. Rd. 11, Smith Bridge Replacement	O.11	P	50,000	0	50,000	50,000	0	0	0	0
137	Reg. Rd. 13, Laurie Bridge Replacement	O.11	D	200,000	0	200,000	200,000	0	0	0	0
148	Reg. Rd. 28, Rossland Road Over Oshawa Creek	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
162	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	P	50,000	0	50,000	50,000	0	0	0	0
166	Reg. Hwy 2, Kingston Road Over Duffins Creek	O.12	D	200,000	0	200,000	200,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>8,450,000</b>	<b>0</b>	<b>8,450,000</b>	<b>8,450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2020 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other <sup>(1)</sup>	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. / 7th Concession Rd. Intersection	1.2	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
3	Brock Rd. / Goodwood Rd. Intersection	1.3	C	2,500,000	0	250,000	250,000	405,000	90,000	225,000	1,530,000
11	Winchester (Baldwin St. - Garrard Rd.) PH II: Baldwin St. to Anderson St.	3.1	C	6,600,000	0	264,000	264,000	1,140,480	253,440	633,600	4,308,480
16	Taunton Rd. / Anderson St. Intersection	1.9	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
18	Taunton Rd. / Courtrice Rd. Intersection	1.12	U	200,000	0	20,000	20,000	32,400	7,200	18,000	122,400
21	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.14	D	160,000	0	16,000	16,000	25,920	5,760	14,400	97,920
28	Liberty Reg. Rd. 14 (Baseline Rd. - King St.)	14.1	U	400,000	0	140,000	140,000	46,800	10,400	26,000	176,800
29	Liberty St. / Concession Rd. 3 Intersection	1.99	C	1,500,000	0	150,000	150,000	243,000	54,000	135,000	918,000
30	Ritson Rd. / Beatrice St. Intersection	1.15	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
31	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	P	100,000	0	34,000	34,000	11,880	2,640	6,600	44,880
35	Bayly St. / Sandy Beach Rd. Intersection	1.19	D	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
37	Bayly St. / Church St. Intersection	1.88	C	5,700,000	0	570,000	570,000	923,400	205,200	513,000	3,488,400
40	Victoria St. / Brock St. Intersection	1.51	D	220,000	0	22,000	22,000	35,640	7,920	19,800	134,640
45	Lake Ridge Rd. (Bayly St. - Kingston Rd.)	23.1	U	100,000	0	33,000	33,000	12,060	2,680	6,700	45,560
46	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	P	300,000	0	45,000	45,000	45,900	10,200	25,500	173,400
52	Thickson Rd. (Wentworth St. - CNR Kingston)	26.1	C	3,200,000	0	512,000	512,000	483,840	107,520	268,800	1,827,840
53	Thickson Rd. / Burns St. Intersection	1.88	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
54	Thickson Rd. / Rossland Rd. Intersection	1.22	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
55	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	D	500,000	0	80,000	80,000	75,600	16,800	42,000	285,600
56	Rossland Rd. / Cochrane St. Intersection	1.24	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
58	Rossland Rd. / Garden St. Intersection	1.25	C	2,200,000	0	220,000	220,000	356,400	79,200	198,000	1,346,400
59	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	P	100,000	0	4,000	4,000	17,280	3,840	9,600	65,280
61	Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)	29.1	P	100,000	0	6,000	6,000	16,920	3,760	9,400	63,920
64	Westney Rd. / (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
66	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	D	300,000	0	15,000	15,000	51,300	11,400	28,500	193,800
67	Westney Rd. (N. of Rossland Rd. - Taunton Rd.)	31.4	C	11,300,000	0	452,000	452,000	1,952,640	433,920	1,084,800	7,376,640
74	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	EA	200,000	0	12,000	12,000	33,840	7,520	18,800	127,840
75	Salem Rd. / Rossland Rd. Intersection	1.23	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
77	Thornton Rd. (North of Consumers Dr. extension - King St.)	52.1	D	500,000	0	35,000	35,000	83,700	18,600	46,500	316,200
79	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	P	200,000	0	16,000	16,000	33,120	7,360	18,400	125,120
83	Martin Rd. (Baseline Rd. to S. of Reg. Hwy 2)	57.1	C	15,400,000	0	3,080,000	3,080,000	2,217,600	492,800	1,232,000	8,377,600
88	Region Road 57 / Concession 7 Intersection	1.44	D	160,000	0	16,000	16,000	25,920	5,760	14,400	97,920
92	Gibb St. (E. of Stevenson Rd. - Simcoe St.)	59.1	U	1,100,000	0	198,000	198,000	162,360	36,080	90,200	613,360
93	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	P	1,000,000	0	30,000	30,000	174,600	38,800	97,000	659,600
97	King St. / Lambs Rd. Intersection	1.48	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
99	Reg. Hwy. 12 (Taunton Rd. - Garden St.)	112.2	U	1,400,000	0	168,000	168,000	221,760	49,280	123,200	837,760
100	Region Hwy 47 / Concession 6 Intersection	199	P	50,000	0	500	500	8,910	1,980	4,950	33,660
113	Miscellaneous Property Acquisition	0.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
118	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>57,140,000</b>	<b>0</b>	<b>6,523,500</b>	<b>6,523,500</b>	<b>9,110,970</b>	<b>2,024,660</b>	<b>5,061,650</b>	<b>34,419,220</b>
<b>Grand Total Financing</b>				<b>106,610,000</b>	<b>0</b>	<b>53,193,500</b>	<b>53,193,500</b>	<b>9,614,970</b>	<b>2,136,660</b>	<b>5,341,650</b>	<b>36,323,220</b>

## 2021 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,843,000	0	2,843,000	2,843,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	275,400	61,200	153,000	1,040,400
107	Signal Modernization Program	O.14	C	710,000	0	710,000	710,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	170,000	0	170,000	170,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	620,000	0	62,000	62,000	100,440	22,320	55,800	379,440
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	500,000	0	0	0	90,000	20,000	50,000	340,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,853,000</b>	<b>0</b>	<b>6,500,000</b>	<b>6,500,000</b>	<b>603,540</b>	<b>134,120</b>	<b>335,300</b>	<b>2,280,040</b>
<b>B Special Rehabilitation Levy</b>											
13	Columbus Rd. E. (Townline Rd. N. to Enfield Rd. (RR34))	O.10	C	4,000,000	0	4,000,000	4,000,000	0	0	0	0
19	Taunton Rd. (0.4km W. of Solina Rd. to 0.2 km W. of Reg. Rd. 57)	O.10	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
22	Ganaraska Rd. (2km E. of Maynard Rd. to 0.4km E. of Reg. Rd. 18)	O.10	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
33	Main St. (Winter St. to Station St.)	O.10	D	100,000	0	100,000	100,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	25,207,000	0	25,207,000	25,207,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>31,807,000</b>	<b>0</b>	<b>31,807,000</b>	<b>31,807,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
125	Reg. Rd. 2, Seagrave Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
129	Reg. Rd. 4, Hampton Bridge	O.12	C	700,000	0	700,000	700,000	0	0	0	0
130	Reg. Rd. 4, Soper Creek Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
134	Reg. Rd. 8, Nonquon Bridge Replacement	O.11	C	1,200,000	0	1,200,000	1,200,000	0	0	0	0
135	Reg. Rd. 11, Smith Bridge Replacement	O.11	U	50,000	0	50,000	50,000	0	0	0	0
137	Reg. Rd. 13, Laurie Bridge Replacement	O.11	P	50,000	0	50,000	50,000	0	0	0	0
162	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	U	100,000	0	100,000	100,000	0	0	0	0
163	Reg. Rd. 58, Manning Rd Culvert, 0.3 km East of Thicksen Rd	O.12	D	50,000	0	50,000	50,000	0	0	0	0
166	Reg. Hwy 2, Kingston Road Over Duffins Creek	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>5,750,000</b>	<b>0</b>	<b>5,750,000</b>	<b>5,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2021 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. / 7th Concession Rd. Intersection	1.2	U	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
16	Taunton Rd. / Anderson St. Intersection	1.9	C	800,000	0	80,000	80,000	129,600	28,800	72,000	489,600
18	Taunton Rd. / Courtice Rd. Intersection	1.12	C	2,900,000	0	290,000	290,000	469,800	104,400	261,000	1,774,800
20	Taunton Rd. / Region Rd.57 Intersection, incl. bridge replacement	1.13	C	6,000,000	0	600,000	600,000	972,000	216,000	540,000	3,672,000
21	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.14	P	200,000	0	20,000	20,000	32,400	7,200	18,000	122,400
28	Liberty Reg. Rd. 14 (Baseline Rd. - King St)	14.1	C	6,300,000	0	2,205,000	2,205,000	737,100	163,800	409,500	2,784,600
30	Ritson Rd. / Beatrice St. Intersection	1.15	P	250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
31	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	U	100,000	0	34,000	34,000	11,880	2,640	6,600	44,880
35	Bayly St. / Sandy Beach Rd. Intersection	1.19	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
39	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	EA	400,000	0	28,000	28,000	66,960	14,880	37,200	252,960
40	Victoria St. / Brock St. Intersection	1.51	P	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
43	Bloor St. (Harmony Rd. - Grandview St.)	22.8	EA	400,000	0	12,000	12,000	69,840	15,520	38,800	263,840
45	Lake Ridge Rd. (Bayly St. - Kingston Rd.)	23.1	C	3,000,000	0	990,000	990,000	361,800	80,400	201,000	1,366,800
46	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	U	400,000	0	60,000	60,000	61,200	13,600	34,000	231,200
53	Thickson Rd. / Burns St. Intersection	1.88	C	600,000	0	60,000	60,000	97,200	21,600	54,000	367,200
54	Thickson Rd. / Rossland Rd. Intersection	1.22	U	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
55	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	P	500,000	0	80,000	80,000	75,600	16,800	42,000	285,600
56	Rossland Rd. / Cochrane St. Intersection	1.24	C	175,000	0	17,500	17,500	28,350	6,300	15,750	107,100
59	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	U	300,000	0	12,000	12,000	51,840	11,520	28,800	195,840
61	Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)	29.1	U	200,000	0	12,000	12,000	33,840	7,520	18,800	127,840
64	Westney Rd. (Harwood Ave., Monarch Ave., Finley Ave. Intersection)	1.31, 1.32, 1.33	U	300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
66	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	P	300,000	0	15,000	15,000	51,300	11,400	28,500	193,800
71	Hopkins St Overpass	401.3	D	500,000	0	0	0	90,000	20,000	50,000	340,000
74	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	D	200,000	0	12,000	12,000	33,840	7,520	18,800	127,840
75	Salem Rd. / Rossland Rd. Intersection	1.23	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
77	Thornton Rd. (North of Consumers Dr. extension - King St.)	52.1	P	100,000	0	7,000	7,000	16,740	3,720	9,300	63,240
78	Stevenson Rd. / Phillip Murray Ave. Intersection	1.39	D	70,000	0	7,000	7,000	11,340	2,520	6,300	42,840
79	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	U	400,000	0	32,000	32,000	66,240	14,720	36,800	250,240
80	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	D	500,000	0	175,000	175,000	58,500	13,000	32,500	221,000
88	Region Road 57 / Concession 7 Intersection	1.44	P	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
90	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. - Thornton Rd.)	58.1	C	12,000,000	0	120,000	120,000	2,138,400	475,200	1,188,000	8,078,400
92	Gibb St. (E. of Stevenson Rd. - Simcoe St.)	59.1	C	9,150,000	0	1,647,000	1,647,000	1,350,540	300,120	750,300	5,102,040
93	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	P	500,000	0	15,000	15,000	87,300	19,400	48,500	329,800
97	King St. / Lambs Rd. Intersection	1.48	P	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
99	Reg. Hwy. 12 (Taunton Rd. - Garden St.)	112.2	C	13,000,000	0	1,560,000	1,560,000	2,059,200	457,600	1,144,000	7,779,200
100	Region Hwy 47 / Concession 6 Intersection	199	U	100,000	0	1,000	1,000	17,820	3,960	9,900	67,320
113	Miscellaneous Property Acquisition	0.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
118	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>61,295,000</b>	<b>0</b>	<b>8,281,500</b>	<b>8,281,500</b>	<b>9,542,430</b>	<b>2,120,540</b>	<b>5,301,350</b>	<b>36,049,180</b>
<b>Grand Total Financing</b>				<b>108,705,000</b>	<b>0</b>	<b>52,338,500</b>	<b>52,338,500</b>	<b>10,145,970</b>	<b>2,254,660</b>	<b>5,636,650</b>	<b>38,329,220</b>



## 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>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,965,000	0	2,965,000	2,965,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	I.99	C	1,700,000	0	170,000	170,000	275,400	61,200	153,000	1,040,400
107	Signal Modernization Program	O.14	C	710,000	0	710,000	710,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	170,000	0	170,000	170,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	400,000	0	40,000	40,000	64,800	14,400	36,000	244,800
112	Miscellaneous Engineering Activities	O.1	E,A,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,355,000</b>	<b>0</b>	<b>6,600,000</b>	<b>6,600,000</b>	<b>495,900</b>	<b>110,200</b>	<b>275,500</b>	<b>1,873,400</b>
<b>B Special Rehabilitation Levy</b>											
33	Main St. (Winter St. to Station St.)	O.10	P	100,000	0	100,000	100,000	0	0	0	0
34	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	P	200,000	0	200,000	200,000	0	0	0	0
64	Westney Rd. (Finley Ave. to Harwood Ave.)	O.10	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	31,885,000	0	31,885,000	31,885,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,685,000</b>	<b>0</b>	<b>34,685,000</b>	<b>34,685,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
130	Reg. Rd. 4, Soper Creek Bridge	O.12	C	1,000,000	0	1,000,000	1,000,000	0	0	0	0
135	Reg. Rd. 11, Smith Bridge Replacement	O.11	C	1,900,000	0	1,900,000	1,900,000	0	0	0	0
137	Reg. Rd. 13, Laurie Bridge Replacement	O.11	U	50,000	0	50,000	50,000	0	0	0	0
141	Reg. Rd. 16, Ritson Rd. / CNR Overhead	O.12	C	2,000,000	1,000,000	1,000,000	1,000,000	0	0	0	0
149	Reg. Rd. 31, Westney Road C.P.R. Overhead, 0.4 km N. of Taunton F	O.12	D	150,000	0	150,000	150,000	0	0	0	0
162	Reg. Rd. 57, Burketon Overpass Bridge Replacement	O.11	C	2,500,000	0	2,500,000	2,500,000	0	0	0	0
163	Reg. Rd. 58, Manning Rd Culvert, 0.3 km East of Thicksn Rd	O.12	C	300,000	0	300,000	300,000	0	0	0	0
164	Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>8,050,000</b>	<b>1,000,000</b>	<b>7,050,000</b>	<b>7,050,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
2	Brock Rd. / 7th Concession Rd. Intersection	I.2	C	2,300,000	0	230,000	230,000	372,600	82,800	207,000	1,407,600
21	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	I.14	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
30	Ritson Rd. / Beatrice St. Intersection	I.15	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
31	Ritson Rd (N. of Taunton Rd. - Conlin Rd.)	16.1	C	12,800,000	0	4,352,000	4,352,000	1,520,640	337,920	844,800	5,744,640
35	Bayly St. / Sandy Beach Rd. Intersection	I.19	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
39	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	D	400,000	0	28,000	28,000	66,960	14,880	37,200	252,960
40	Victoria St. / Brock St. Intersection	I.51	U	200,000	0	20,000	20,000	32,400	7,200	18,000	122,400
43	Bloor St. (Harmony Rd. - Grandview St.)	22.8	D	400,000	0	12,000	12,000	69,840	15,520	38,800	263,840
44	Bloor St. (Prestonvale Rd. - Courtyce Rd.)	22.9	EA	300,000	0	132,000	132,000	30,240	6,720	16,800	114,240
46	Lake Ridge Rd. (Kingston Rd. - Rossland Rd.)	23.2	C	7,600,000	0	1,140,000	1,140,000	1,162,800	258,400	646,000	4,392,800
54	Thickson Rd. / Rossland Rd. Intersection	I.22	C	3,500,000	0	350,000	350,000	567,000	126,000	315,000	2,142,000
55	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	U	1,000,000	0	160,000	160,000	151,200	33,600	84,000	571,200
59	Rossland Rd. (Ritson Rd. - Harmony Rd.)	28.1	C	11,500,000	0	460,000	460,000	1,987,200	441,600	1,104,000	7,507,200
61	Liverpool Rd. (South of Kingston Rd. - South of Pickering Parkway)	29.1	C	2,500,000	0	150,000	150,000	423,000	94,000	235,000	1,598,000
64	Westney Rd. /(Harwood Ave., Monarch Ave.,Finley Ave. Intersection)	I.31, I.32, I.33	C	2,300,000	0	230,000	230,000	372,600	82,800	207,000	1,407,600
65	Westney Rd. (Bayly St. to Hwy 401)	31.1	D	200,000	0	16,000	16,000	33,120	7,360	18,400	125,120
66	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	U	350,000	0	17,500	17,500	59,850	13,300	33,250	226,100
71	Hopkins St Overpass	401.3	P	400,000	0	0	0	72,000	16,000	40,000	272,000
73	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	EA	500,000	0	180,000	180,000	57,600	12,800	32,000	217,600
74	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	P	300,000	0	18,000	18,000	50,760	11,280	28,200	191,760
75	Salem Rd. / Rossland Rd. Intersection	I.23	C	1,600,000	0	160,000	160,000	259,200	57,600	144,000	979,200
77	Thornton Rd. (North of Consumers Dr. extension - King St.)	52.1	U	100,000	0	7,000	7,000	16,740	3,720	9,300	63,240
78	Stevenson Rd. / Phillip Murray Ave. Intersection	I.39	U	50,000	0	5,000	5,000	8,100	1,800	4,500	30,600
79	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	C	7,300,000	0	584,000	584,000	1,208,880	268,640	671,600	4,566,880
80	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	P	100,000	0	35,000	35,000	11,700	2,600	6,500	44,200
88	Region Road 57 / Concession 7 Intersection	I.44	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
91	Adelaide Ave. (Townline Rd. - Trulls Rd.)	58.2	D	500,000	0	0	0	90,000	20,000	50,000	340,000
93	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	D	1,250,000	0	37,500	37,500	218,250	48,500	121,250	824,500
97	King St. / Lambs Rd. Intersection	I.48	U	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
100	Region Hwy 47 / Concession 6 Intersection	I99	C	1,200,000	0	12,000	12,000	213,840	47,520	118,800	807,840
113	Miscellaneous Property Acquisition	O.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	O.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
118	Region's Share - Dev. Related Projects	O.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>59,800,000</b>	<b>0</b>	<b>8,421,000</b>	<b>8,421,000</b>	<b>9,248,220</b>	<b>2,055,160</b>	<b>5,137,900</b>	<b>34,937,720</b>
<b>Grand Total Financing</b>				<b>111,890,000</b>	<b>1,000,000</b>	<b>56,756,000</b>	<b>56,756,000</b>	<b>9,744,120</b>	<b>2,165,360</b>	<b>5,413,400</b>	<b>36,811,120</b>

**NOTES:**

1) Other Sources of Revenue Include:

CNR

TOTAL

\$1,000,000

\$1,000,000

## 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>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,688,500	0	2,688,500	2,688,500	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	I.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
107	Signal Modernization Program	O.14	C	710,000	0	710,000	710,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	530,000	0	530,000	530,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	510,000	0	51,000	51,000	82,620	18,360	45,900	312,120
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,603,500</b>	<b>0</b>	<b>6,700,000</b>	<b>6,700,000</b>	<b>522,630</b>	<b>116,140</b>	<b>290,350</b>	<b>1,974,380</b>
<b>B Special Rehabilitation Levy</b>											
33	Main St. (Winter St. to Station St.)	O.10	U	300,000	0	300,000	300,000	0	0	0	0
34	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	P	200,000	0	200,000	200,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	34,461,500	0	34,461,500	34,461,500	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,961,500</b>	<b>0</b>	<b>34,961,500</b>	<b>34,961,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
127	Reg. Rd. 3, Enniskillen Bridge	O.12	D	200,000	0	200,000	200,000	0	0	0	0
137	Reg. Rd. 13, Laurie Bridge Replacement	O.11	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
144	Reg. Rd. 22, Bloor Street West Over Oshawa Creek	O.12	D	200,000	0	200,000	200,000	0	0	0	0
145	Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
151	Reg. Rd. 33, Harmony Road South CPR Overhead	O.12	D	200,000	0	200,000	200,000	0	0	0	0
160	Reg. Rd. 57, Bowmanville Creek Bridge	O.12	C	1,800,000	0	1,800,000	1,800,000	0	0	0	0
164	Reg. Rd. 58, Adelaide Rd. W. Over Oshawa Creek Bridge	O.12	C	1,100,000	0	1,100,000	1,100,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>5,150,000</b>	<b>0</b>	<b>5,150,000</b>	<b>5,150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2023 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
21	Taunton Rd. / Region Rd.42 Darlington/Clarke Townline Intersection	1.14	C	1,700,000	0	170,000	170,000	275,400	61,200	153,000	1,040,400
30	Ritson Rd. / Beatrice St. Intersection	1.15	C	700,000	0	70,000	70,000	113,400	25,200	63,000	428,400
35	Bayly St. / Sandy Beach Rd. Intersection	1.19	C	700,000	0	70,000	70,000	113,400	25,200	63,000	428,400
39	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	P	400,000	0	28,000	28,000	66,960	14,880	37,200	252,960
40	Victoria St. / Brock St. Intersection	1.51	C	3,600,000	0	360,000	360,000	583,200	129,600	324,000	2,203,200
43	Bloor St. (Harmony Rd. - Grandview St.)	22.8	P	600,000	0	18,000	18,000	104,760	23,280	58,200	395,760
44	Bloor St. (Prestonvale Rd. - Courtice Rd.)	22.9	D	200,000	0	88,000	88,000	20,160	4,480	11,200	76,160
55	Thickson Rd. (Taunton Rd. to Hwy 407)	26.5	C	18,800,000	0	3,008,000	3,008,000	2,842,560	631,680	1,579,200	10,738,560
60	Rossland Rd. (Harmony Rd. - E. of Townline Rd.)	28.2	D	500,000	0	5,000	5,000	89,100	19,800	49,500	336,600
65	Westney Rd. (Bayly St. to Hwy 401)	31.1	P	300,000	0	24,000	24,000	49,680	11,040	27,600	187,680
66	Westney Rd. (Highway 401 - Kingston Rd.)	31.2	C	4,600,000	0	230,000	230,000	786,600	174,800	437,000	2,971,600
68	Westney Rd. (South to North of Greenwood)	31.5	D	400,000	0	64,000	64,000	60,480	13,440	33,600	228,480
71	Hopkins St Overpass	401.3	U	400,000	0	0	0	72,000	16,000	40,000	272,000
73	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	D	500,000	0	180,000	180,000	57,600	12,800	32,000	217,600
74	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	U	300,000	0	18,000	18,000	50,760	11,280	28,200	191,760
77	Thornton Rd. (North of Consumers Dr. extension - King St.)	52.1	C	12,000,000	0	840,000	840,000	2,008,800	446,400	1,116,000	7,588,800
78	Stevenson Rd. / Phillip Murray Ave. Intersection	1.39	C	400,000	0	40,000	40,000	64,800	14,400	36,000	244,800
80	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	U	400,000	0	140,000	140,000	46,800	10,400	26,000	176,800
85	Durham Rd. 57 (north of Stevens Rd. to Nash Rd.)	57.2	D	500,000	0	60,000	60,000	79,200	17,600	44,000	299,200
88	Region Road 57 / Concession 7 Intersection	1.44	C	1,700,000	0	170,000	170,000	275,400	61,200	153,000	1,040,400
91	Adelaide Ave. (Townline Rd. - Trulls Rd.)	58.2	P	5,000,000	0	0	0	900,000	200,000	500,000	3,400,000
93	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	U	950,000	0	28,500	28,500	165,870	36,860	92,150	626,620
95	King St. from Townline Rd. to Courtice Rd.	102.5	EA	400,000	0	200,000	200,000	36,000	8,000	20,000	136,000
97	King St. / Lambs Rd. Intersection	1.48	C	1,150,000	0	115,000	115,000	186,300	41,400	103,500	703,800
113	Miscellaneous Property Acquisition	0.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
118	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>56,900,000</b>	<b>0</b>	<b>5,966,500</b>	<b>5,966,500</b>	<b>9,168,030</b>	<b>2,037,340</b>	<b>5,093,350</b>	<b>34,634,780</b>
<b>Grand Total Financing</b>				<b>106,615,000</b>	<b>0</b>	<b>52,778,000</b>	<b>52,778,000</b>	<b>9,690,660</b>	<b>2,153,480</b>	<b>5,383,700</b>	<b>36,609,160</b>

## 2024 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>A Normal Roads Program</b>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	3,220,500	0	3,220,500	3,220,500	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	I.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
107	Signal Modernization Program	O.14	C	710,000	0	710,000	710,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	100,000	0	100,000	100,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	490,000	0	49,000	49,000	79,380	17,640	44,100	299,880
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,685,500</b>	<b>0</b>	<b>6,800,000</b>	<b>6,800,000</b>	<b>519,390</b>	<b>115,420</b>	<b>288,550</b>	<b>1,962,140</b>
<b>B Special Rehabilitation Levy</b>											
33	Main St. (Winter St. to Station St.)	O.10	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
34	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	P	200,000	0	200,000	200,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	32,229,500	0	32,229,500	32,229,500	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,429,500</b>	<b>0</b>	<b>34,429,500</b>	<b>34,429,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
126	Reg. Rd. 3, Bickle Bridge	O.12	D	125,000	0	125,000	125,000	0	0	0	0
127	Reg. Rd. 3, Enniskillen Bridge	O.12	C	1,200,000	0	1,200,000	1,200,000	0	0	0	0
136	Reg. Rd. 11, Dobson Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
144	Reg. Rd. 22, Bloor Street West Over Oshawa Creek	O.12	C	1,400,000	0	1,400,000	1,400,000	0	0	0	0
145	Reg. Rd. 22, Bloor St. E. Over Farewell Creek Bridge	O.12	C	1,200,000	0	1,200,000	1,200,000	0	0	0	0
149	Reg. Rd. 31, Westney Road C.P.R. Overhead, 0.4 km N. of Taunton F	O.12	C	1,800,000	0	1,800,000	1,800,000	0	0	0	0
150	Reg. Rd. 31, Bayles Bridge	O.12	D	150,000	0	150,000	150,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>6,025,000</b>	<b>0</b>	<b>6,025,000</b>	<b>6,025,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2024 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
<b>D Special Levy for Growth Related Projects</b>											
39	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	U	250,000	0	17,500	17,500	41,850	9,300	23,250	158,100
43	Bloor St. (Harmony Rd. - Grandview St.)	22.8	U	400,000	0	12,000	12,000	69,840	15,520	38,800	263,840
44	Bloor St. (Prestonvale Rd. - Courtice Rd.)	22.9	P	300,000	0	132,000	132,000	30,240	6,720	16,800	114,240
60	Rossland Rd. (Harmony Rd. - E. of Townline Rd.)	28.2	P	500,000	0	5,000	5,000	89,100	19,800	49,500	336,600
65	Westney Rd. (Bayly St. to Hwy 401)	31.1	U	300,000	0	24,000	24,000	49,680	11,040	27,600	187,680
68	Westney Rd. (South to North of Greenwood)	31.5	P	1,500,000	0	240,000	240,000	226,800	50,400	126,000	856,800
71	Hopkins St Overpass	401.3	C	13,800,000	0	0	0	2,484,000	552,000	1,380,000	9,384,000
72	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	EA	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
73	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	P	500,000	0	180,000	180,000	57,600	12,800	32,000	217,600
74	Whites Rd. (Kingston Rd. - Finch Ave.)	38.2	C	19,800,000	0	1,188,000	1,188,000	3,350,160	744,480	1,861,200	12,656,160
80	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	C	13,000,000	0	4,550,000	4,550,000	1,521,000	338,000	845,000	5,746,000
85	Durham Rd. 57 (north of Stevens Rd. to Nash Rd.)	57.2	P	100,000	0	12,000	12,000	15,840	3,520	8,800	59,840
91	Adelaide Ave. (Townline Rd. - Trulls Rd.)	58.2	U	250,000	0	0	0	45,000	10,000	25,000	170,000
93	Gibb St./Olive Ave. Interconnection (Simcoe St. - Ritson Rd.)	59.2	C	9,200,000	0	276,000	276,000	1,606,320	356,960	892,400	6,068,320
95	King St. from Townline Rd. to Courtice Rd.	102.5	D	200,000	0	100,000	100,000	18,000	4,000	10,000	68,000
113	Miscellaneous Property Acquisition	0.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	0.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
118	Region's Share - Dev. Related Projects	0.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>61,300,000</b>	<b>0</b>	<b>6,806,500</b>	<b>6,806,500</b>	<b>9,808,830</b>	<b>2,179,740</b>	<b>5,449,350</b>	<b>37,055,580</b>
<b>Grand Total Financing</b>				<b>111,440,000</b>	<b>0</b>	<b>54,061,000</b>	<b>54,061,000</b>	<b>10,328,220</b>	<b>2,295,160</b>	<b>5,737,900</b>	<b>39,017,720</b>

## 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>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,673,000	0	2,673,000	2,673,000	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
107	Signal Modernization Program	O.14	C	1,230,000	0	1,230,000	1,230,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	230,000	0	230,000	230,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	465,000	0	46,500	46,500	75,330	16,740	41,850	284,580
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,763,000</b>	<b>0</b>	<b>6,900,000</b>	<b>6,900,000</b>	<b>515,340</b>	<b>114,520</b>	<b>286,300</b>	<b>1,946,840</b>
<b>B Special Rehabilitation Levy</b>											
34	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	34,877,000	0	34,877,000	34,877,000	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,977,000</b>	<b>0</b>	<b>34,977,000</b>	<b>34,977,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
123	Reg. Rd. 1, Brock Rd. Over Duffins Creek Bridge	O.12	D	125,000	0	125,000	125,000	0	0	0	0
126	Reg. Rd. 3, Bickle Bridge	O.12	C	1,100,000	0	1,100,000	1,100,000	0	0	0	0
131	Reg. Rd. 4, Wilmot Creek Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
136	Reg. Rd. 11, Dobson Bridge	O.12	C	800,000	0	800,000	800,000	0	0	0	0
139	Reg. Rd. 15, McRae Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
150	Reg. Rd. 31, Bayles Bridge	O.12	C	1,300,000	0	1,300,000	1,300,000	0	0	0	0
151	Reg. Rd. 33, Harmony Road South CPR Overhead	O.12	C	2,000,000	0	2,000,000	2,000,000	0	0	0	0
153	Reg. Rd. 45, Henry Street C.N.R. Overpass Replacement	O.12	EA	200,000	0	200,000	200,000	0	0	0	0
156	Reg. Rd. 50, Morgan Bridge	O.12	D	200,000	100,000	100,000	100,000	0	0	0	0
159	Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge	O.12	D	200,000	0	200,000	200,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>6,125,000</b>	<b>100,000</b>	<b>6,025,000</b>	<b>6,025,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2025 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	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>											
9	Simcoe St. (south of King St. - south of Greenway Blvd.)	2.2	EA	200,000	0	30,000	30,000	30,600	6,800	17,000	115,600
36	Bayly St. (Brock Rd. to Westney Rd.)	22.1	EA	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
39	Bayly St. (Westney Rd. - Harwood Ave.)	22.2	C	13,000,000	0	910,000	910,000	2,176,200	483,600	1,209,000	8,221,200
43	Bloor St. (Harmony Rd. - Grandview St.)	22.8	C	22,400,000	0	672,000	672,000	3,911,040	869,120	2,172,800	14,775,040
44	Bloor St. (Prestonvale Rd. - Courtice Rd.)	22.9	U	400,000	0	176,000	176,000	40,320	8,960	22,400	152,320
60	Rossland Rd. (Harmony Rd. - E. of Townline Rd.)	28.2	U	500,000	0	5,000	5,000	89,100	19,800	49,500	336,600
65	Westney Rd. (Bayly St. to Hwy 401)	31.1	C	6,700,000	0	536,000	536,000	1,109,520	246,560	616,400	4,191,520
68	Westney Rd. (South to North of Greenwood)	31.5	U	500,000	0	80,000	80,000	75,600	16,800	42,000	285,600
72	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	D	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
73	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	U	1,000,000	0	360,000	360,000	115,200	25,600	64,000	435,200
85	Durham Rd. 57 (north of Stevens Rd. to Nash Rd.)	57.2	U	500,000	0	60,000	60,000	79,200	17,600	44,000	299,200
91	Adelaide Ave. (Townline Rd. - Trulls Rd.)	58.2	C	22,000,000	0	0	0	3,960,000	880,000	2,200,000	14,960,000
95	King St. from Townline Rd. to Courtice Rd.	102.5	U	200,000	0	100,000	100,000	18,000	4,000	10,000	68,000
113	Miscellaneous Property Acquisition	O.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	O.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
118	Region's Share - Dev. Related Projects	O.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>69,100,000</b>	<b>0</b>	<b>3,029,000</b>	<b>3,029,000</b>	<b>11,892,780</b>	<b>2,642,840</b>	<b>6,607,100</b>	<b>44,928,280</b>
<b>Grand Total Financing</b>				<b>119,965,000</b>	<b>100,000</b>	<b>50,931,000</b>	<b>50,931,000</b>	<b>12,408,120</b>	<b>2,757,360</b>	<b>6,893,400</b>	<b>46,875,120</b>

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County  
TOTAL

\$100,000  
\$100,000



## 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>											
101	Miscellaneous Road and Storm Sewer Reconstruction Projects	O.9	C	400,000	0	400,000	400,000	0	0	0	0
102	Resurfacing / Rehabilitation Preparatory Activities Allowance	O.10	D,P,U	350,000	0	350,000	350,000	0	0	0	0
103	Resurfacing / Rehabilitation Program	O.10	C	2,904,500	0	2,904,500	2,904,500	0	0	0	0
105	Bridge and Pavement Management Program	O.1		250,000	0	25,000	25,000	40,500	9,000	22,500	153,000
106	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	284,310	63,180	157,950	1,074,060
107	Signal Modernization Program	O.14	C	1,230,000	0	1,230,000	1,230,000	0	0	0	0
108	Accessible Pedestrian Signals Program	O.14	C	500,000	0	500,000	500,000	0	0	0	0
109	ATMS Upgrades	O.14	C	100,000	0	100,000	100,000	0	0	0	0
110	Road Safety Protection Program	O.15	C	600,000	0	600,000	600,000	0	0	0	0
111	Intelligent Transportation System Projects	O.6	D,C	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
112	Miscellaneous Engineering Activities	O.1	EA,D	450,000	0	45,000	45,000	72,900	16,200	40,500	275,400
114	Misc. Landscaping Projects	O.3	C	150,000	0	15,000	15,000	24,300	5,400	13,500	91,800
115	Transportation Master Plan Studies	O.5	D	100,000	0	0	0	18,000	4,000	10,000	68,000
117	Contingencies - Non-Development Related	O.9		100,000	0	100,000	100,000	0	0	0	0
119	Structure Investigation Program	O.12	C	100,000	0	100,000	100,000	0	0	0	0
120	Bridge Deck Repairs Program	O.12	C	200,000	0	200,000	200,000	0	0	0	0
121	Expansion Joint Replacement Program	O.12	C	60,000	0	60,000	60,000	0	0	0	0
122	Culvert Repairs Program	O.12	C	150,000	0	150,000	150,000	0	0	0	0
<b>Total Normal Roads Program</b>				<b>9,849,500</b>	<b>0</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>512,910</b>	<b>113,980</b>	<b>284,950</b>	<b>1,937,660</b>
<b>B Special Rehabilitation Levy</b>											
34	Shirley Rd. (0.5km E. of Graham Rd. to Old Scugog Rd.)	O.10	U	100,000	0	100,000	100,000	0	0	0	0
104	Road Resurfacing/Rehabilitation Other Locations	O.10	C	34,645,500	0	34,645,500	34,645,500	0	0	0	0
<b>Total Special Road Rehabilitation Levy</b>				<b>34,745,500</b>	<b>0</b>	<b>34,745,500</b>	<b>34,745,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>C Structure Rehabilitation/Replacement Funding</b>											
123	Reg. Rd. 1, Brock Rd. Over Duffins Creek Bridge	O.12	C	1,500,000	0	1,500,000	1,500,000	0	0	0	0
131	Reg. Rd. 4, Wilmot Creek Bridge	O.12	C	700,000	0	700,000	700,000	0	0	0	0
139	Reg. Rd. 15, McRae Bridge	O.12	C	800,000	0	800,000	800,000	0	0	0	0
142	Reg. Rd. 18, Kendal Bridge	O.12	D	100,000	0	100,000	100,000	0	0	0	0
152	Reg. Rd. 35, Wilson Road North Pedestrian Underpass	O.12	D	50,000	0	50,000	50,000	0	0	0	0
153	Reg. Rd. 45, Henry Street C.N.R. Overpass	O.12	D	100,000	0	100,000	100,000	0	0	0	0
156	Reg. Rd. 50, Morgan Bridge	O.12	C	1,000,000	500,000	500,000	500,000	0	0	0	0
159	Reg. Rd. 53, Stevenson Rd. over CPR Overpass Bridge	O.12	C	1,900,000	0	1,900,000	1,900,000	0	0	0	0
<b>Total Bridge Rehabilitation/Replacement Funding</b>				<b>6,150,000</b>	<b>500,000</b>	<b>5,650,000</b>	<b>5,650,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2026 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	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>											
9	Simcoe St. (south of King St. - south of Greenway Blvd.)	2.2	D	200,000	0	30,000	30,000	30,600	6,800	17,000	115,600
15	Taunton Rd. (Brock Rd. to Reg. Hwy 12/Brock St.)	4.3	EA	1,000,000	0	100,000	100,000	162,000	36,000	90,000	612,000
36	Bayly St. (Brock Rd. to Westney Rd.)	22.1	D	500,000	0	30,000	30,000	84,600	18,800	47,000	319,600
44	Bloor St. (Prestonvale Rd. - Courtice Rd.)	22.9	C	12,000,000	0	5,280,000	5,280,000	1,209,600	268,800	672,000	4,569,600
60	Rossland Rd. (Harmony Rd. - E. of Townline Rd.)	28.2	C	25,000,000	0	250,000	250,000	4,455,000	990,000	2,475,000	16,830,000
68	Westney Rd. (South to North of Greenwood)	31.5	C	10,000,000	0	1,600,000	1,600,000	1,512,000	336,000	840,000	5,712,000
72	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	P	300,000	0	18,000	18,000	50,760	11,280	28,200	191,760
73	Finch Ave. (Altona Rd. - Brock Rd.)	37.1	C	24,000,000	0	8,640,000	8,640,000	2,764,800	614,400	1,536,000	10,444,800
85	Durham Rd. 57 (north of Stevens Rd. to Nash Rd.)	57.2	C	8,000,000	0	960,000	960,000	1,267,200	281,600	704,000	4,787,200
95	King St. from Townline Rd. to Courtice Rd.	102.5	C	3,500,000	0	1,750,000	1,750,000	315,000	70,000	175,000	1,190,000
113	Miscellaneous Property Acquisition	O.2	D	100,000	0	10,000	10,000	16,200	3,600	9,000	61,200
116	Contingencies - Development Related	O.4		300,000	0	30,000	30,000	48,600	10,800	27,000	183,600
118	Region's Share - Dev. Related Projects	O.8	C	300,000	0	0	0	54,000	12,000	30,000	204,000
<b>Total Special Roads Levy</b>				<b>85,200,000</b>	<b>0</b>	<b>18,698,000</b>	<b>18,698,000</b>	<b>11,970,360</b>	<b>2,660,080</b>	<b>6,650,200</b>	<b>45,221,360</b>
<b>Grand Total Financing</b>				<b>135,945,000</b>	<b>500,000</b>	<b>66,093,500</b>	<b>66,093,500</b>	<b>12,483,270</b>	<b>2,774,060</b>	<b>6,935,150</b>	<b>47,159,020</b>

**NOTES:**

1) Other Sources of Revenue Include:

Simcoe County	\$500,000
<b>TOTAL</b>	<b>\$500,000</b>



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, to 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 design, manufacturing, 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.



**2017 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.



**2017 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>	



**2017 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>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>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



### 2017 Business Plan

### Works - General Tax

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Winter Control	9,559	9,576	9,584	167	9,751
2 Roadside Maintenance	4,234	4,279	4,318	82	4,400
3 Storm Sewers	199	217	219	(3)	216
4 Traffic - Signals and Systems	1,769	1,730	1,750	9	1,759
5 Traffic - Signs, Markings and Roadside Protection	1,503	1,745	1,774	(14)	1,760
6 Traffic - Engineering and Central Control Systems	2,574	2,610	2,652	(11)	2,641
7 Engineering and Staff Support	3,535	4,336	4,488	(477)	4,011
8 Facilities Management	2,523	2,918	3,087	(14)	3,073
9 Regional Forest	-	-	-	-	-
10 Depot Operations	3,483	3,811	3,892	70	3,962
11 Fleet Operations	-	-	-	-	-
12 Fleet Clearing	-	-	-	-	-
13 Payroll Clearing	-	-	-	-	-
14 Administration	411	381	405	-	405
Headquarters Shared Cost	581	581	594	-	594
<b>Operating Subtotal</b>	<b>30,371</b>	<b>32,184</b>	<b>32,763</b>	<b>(191)</b>	<b>32,572</b>

## PROGRAM SUMMARY



### 2017 Business Plan

### Works - General Tax

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>15 Tangible Capital Assets:</b>					
1R Facilities Management - New	63	63	-	25	25
2R           - Replacement	-	-	125	243	368
3R Fleet and Equipment - New	-	-	-	45	45
4R           - Replacement	3,175	3,175	3,872	-	3,872
5R Buildings - Replacement	294	294	-	-	-
6R Construction of Municipal Services	6,110	6,110	6,110	50	6,160
<b>Tangible Capital Assets Subtotal</b>	<b>9,642</b>	<b>9,642</b>	<b>10,107</b>	<b>363</b>	<b>10,470</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
7R Fleet and Equipment-Recovery from Reserve/Reserve Fund	(3,137)	(3,137)	(3,670)	-	(3,670)
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>(3,137)</b>	<b>(3,137)</b>	<b>(3,670)</b>	<b>-</b>	<b>(3,670)</b>
<b>Net Tangible Capital Assets</b>	<b>6,505</b>	<b>6,505</b>	<b>6,437</b>	<b>363</b>	<b>6,800</b>
<b>Net Program Expenses</b>	<b>36,876</b>	<b>38,689</b>	<b>39,200</b>	<b>172</b>	<b>39,372</b>
<b>Summary of Increase (Decrease)</b>			<b>\$511</b> <b>1.32%</b>		<b>\$683</b> <b>1.77%</b>



## PROGRAM SUMMARY



### 2017 Business Plan

### Works - General Tax

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	978	Economic increases
Salaries & Benefits	701	Annualization (11.012 positions)
Salaries & Benefits	32	2017 Position upgrades (3.366 positions)
Operating Expenses	231	Inflationary increases
Fees & Service Charges	(31)	Inflationary increases
Major Repairs & Renovations	76	Increased requirements
Tangible Capital Assets - New/Replacement	(68)	Remove one-time items
Increased Recoveries:		
Other Funds (Capital & General Tax)	(1,096)	Economic increases
Water Supply	(239)	Economic increases
Sanitary Sewer	(73)	Economic increases
	511	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Works - General Tax

\$ 000's

#### Maintenance Operations

##### Winter Control

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements including contractor standby (\$141k), callout contract (\$129k), ploughing (-\$81k) and various other winter control activities (\$-22k)</li> </ul>	167
	<b>167</b>

##### Roadside Maintenance

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements including mowing (\$107k), litter pickup (\$81k), asphalt patching and repair (-\$89k) and various other roadside maintenance activities (-\$17k)</li> </ul>	82
	<b>82</b>

##### Storm Sewers

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements related to various storm sewer maintenance activities</li> </ul>	(3)
	<b>(3)</b>

#### Traffic Operations

##### Signals and Systems

<ul style="list-style-type: none"> <li>◆ Increase to reflect actual costs and forecasted requirements related to traffic signal maintenance</li> </ul>	9
	<b>9</b>

##### Signs, Markings and Roadside Protection

<ul style="list-style-type: none"> <li>◆ Adjustments to reflect actual costs and forecasted requirements including pavement lane line marking (\$11k), plastic line markings (-\$20k) and various other signs, markings and roadside protection activities (-\$5k)</li> </ul>	(14)
	<b>(14)</b>

##### Engineering and Central Control Systems

<ul style="list-style-type: none"> <li>◆ Decrease to reflect actual costs and forecasted requirements related to maintenance of the Region's Advanced Traffic Management System (ATMS)</li> </ul>	(11)
	<b>(11)</b>

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Works - General Tax

\$ 000's

#### Engineering and Staff Support

<ul style="list-style-type: none"> <li>◆ Proposed new positions representing 1.600 FTEs, to start July 1st, 2017:                             <ul style="list-style-type: none"> <li>◆ One (1) Appraiser/Negotiator in Real Estate to acquire real property interests on behalf of the Region and to provide advice to Regional staff on Real Estate matters. This position is required to deliver increasing property requirements related to planned infrastructure expansion projects. This position will be shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized impact is \$66.4k) (0.600 FTE)</li> <li>◆ One (1) Project Engineer, shared between Transportation Design and Transportation Infrastructure is required to coordinate and design Regional road construction and rehabilitation projects, and to oversee corridor management requirements for Regional road infrastructure (Annualized impact is \$147.9k) (1.000 FTE)</li> </ul> </li> <li>◆ Transfer of one (1) Technical Assistant from Traffic Payroll Clearing to Traffic Engineering based on a review of the nature of work performed by this position (1.000 FTE)</li> <li>◆ Increase in temporary salary costs to meet operational requirements.</li> <li>◆ Increase in recoveries from capital projects related to staffing changes and to align with actual costs and forecasted requirements</li> <li>◆ Decrease in consulting for Transportation Infrastructure (\$20k) and Financial Services (\$25k) based on historical actuals and forecasted requirements</li> <li>◆ Increase in software licenses for Transportation Design related to AutoCAD Civil 3D Network</li> <li>◆ Adjustments to various accounts based on comprehensive review in order to reflect actual costs and forecasted requirements</li> <li>◆ Increase in miscellaneous revenue based on historical actuals and forecasted projections</li> </ul>	<p>33</p> <p>74</p> <p>82</p> <p>94</p> <p>(546)</p> <p>(45)</p> <p>19</p> <p>(118)</p> <p>(70)</p> <hr style="border: 1px solid black;"/> <p><b>(477)</b></p>
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#### Facilities Management

<ul style="list-style-type: none"> <li>◆ Proposed new position representing 0.288 FTE, to start July 1st, 2017:                             <ul style="list-style-type: none"> <li>◆ One (1) Technical Assistant to provide support for the administration of corporate facility maintenance contracts. This position is a conversion from temporary and is shared with Water Supply, Sanitary Sewerage and Solid Waste Management (Annualized impact is \$23.7k) (0.288 FTE)</li> </ul> </li> <li>◆ Decrease in temporary salary costs to fund the position conversion listed above</li> <li>◆ Increase in temporary salary costs to meet operational requirements.</li> <li>◆ Increase in facility operating costs for the Orono Depot expansion</li> <li>◆ Adjustments to various accounts to reflect actual costs and forecasted requirements</li> <li>◆ Increase in rental revenues from leased telecommunications tower</li> </ul>	<p>12</p> <p>(12)</p> <p>12</p> <p>10</p> <p>(23)</p> <p>(13)</p> <hr style="border: 1px solid black;"/> <p><b>(14)</b></p>
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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Works - General Tax

\$ 000's

#### Depot Operations

♦ Increase in repair activity coordination (\$18k) and supervision (\$63k) based on review of historical actuals and forecasted requirements	81
♦ Adjustments to various accounts to reflect actual costs and forecasted requirements	(11)
	70

#### Fleet Operations

♦ Proposed new position representing 1.000 FTE, to start July 1st, 2017:	
♦ One (1) Fleet Mechanic at the Orono Depot to ensure the timely repair and maintenance of fleet vehicles (Annualized impact is \$106.8k) (1.000 FTE)	53
♦ Increase in various accounts based on review of historical actuals and forecasted requirements	56
♦ Increase in Works General Tax charge to Fleet Operations based on review of historical actuals and forecasted requirements	35
♦ Increase in recoveries from operations based on adjustments above	(144)
	-

#### Payroll Clearing

♦ Proposed new position representing 1.000 FTE, to start July 1st, 2017:	
♦ One (1) Works Technician 1 in Traffic Operations Field Services to meet the increased demand for traffic signal plant locates resulting from the ON1Call program. This position is a conversion of a part-time position (Annualized impact is \$89.5k) (1.000 FTE)	45
♦ Decrease in temporary pay related to conversion of a part-time position to full-time, as listed above	(45)
♦ Transfer of one (1) Technical Assistant to Engineering and Staff Support (Traffic Engineering) based on a review of the nature of work performed by this position (-1.000 FTE)	(82)
♦ Increase in temporary salary costs to meet operational requirements	46
♦ Adjustments to overtime and temporary pay based on review of historical actuals and to align payroll costs with associated activities in General Tax, Water Supply, and Sanitary Sewerage activities	(183)
♦ Decrease in recoveries associated with staffing changes as outlined above through distribution throughout General Tax, Water Supply and Sanitary Sewerage activities	219
	-

#### 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	363
	363
<b>Total Program Changes</b>	<b>172</b>



**2017 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 compostables collection and processing.
- ◆ Waste, recycling and organics collection monitoring and inspections.
- ◆ Scrap metal, porcelain, waste electronics and other special material collection.

**Waste Facilities and Landfill Operations**

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

**Administration, Promotion and Education**

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

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

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Explore the feasibility of reclaiming landfill sites for passive recreation uses.



**2017 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**

**Responsibility - Support**

<b>Goal</b>	<b>Description</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>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



### 2017 Business Plan

### Works - Solid Waste Management

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>WASTE MANAGEMENT FACILITIES:</b>					
1 Oshawa	191	262	311	41	352
2 Scugog	(70)	27	43	(33)	10
3 Brock	109	107	107	3	110
4 Pickering	(7)	(7)	(14)	(1)	(15)
5 Clarington	-	-	-	16	16
6 Durham Material Recovery Facility	-	-	-	-	-
7 Durham-York Energy Centre	6,047	7,047	7,419	16	7,435
Subtotal	<b>6,270</b>	<b>7,436</b>	<b>7,866</b>	<b>42</b>	<b>7,908</b>
<b>COLLECTION, PROCESSING, DISPOSAL:</b>					
<b>8 Collection Services</b>					
(a) Garbage	4,369	4,350	4,236	62	4,298
(b) Blue Box Curbside Recycle	10,943	10,940	10,784	144	10,928
(c) Composting	3,099	3,099	3,014	30	3,044
(d) Other Diversion	99	74	72	8	80
<b>Processing and Disposal</b>					
<b>8 Services</b>					
(e) Garbage	2,153	2,373	2,437	-	2,437
(f) BlueBox Curbside Recycle	4,471	4,421	4,550	36	4,586
(g) Composting	6,678	6,677	6,483	124	6,607
(h) Other Diversion	15	15	15	-	15
(i) Diversion Promotional Items	356	355	337	21	358
Subtotal	<b>32,183</b>	<b>32,304</b>	<b>31,928</b>	<b>425</b>	<b>32,353</b>
<b>COMMON SERVICES COSTS:</b>					
9 Waste Administration	3,866	3,832	3,943	44	3,987
10 Administration	374	374	388	-	388
11 Facilities Management	2,020	2,085	2,048	23	2,071
Headquarters Shared Cost	193	193	197	-	197
12 Regional Corporate Costs	3,625	3,625	3,629	-	3,629
13 Waste Management Centre	559	569	618	102	720
14 Community Outreach	409	408	408	-	408
15 Environmental Studies	377	377	377	(170)	207
Subtotal	<b>11,423</b>	<b>11,463</b>	<b>11,608</b>	<b>(1)</b>	<b>11,607</b>
<b>Total Operating Program Expenses</b>	<b>49,876</b>	<b>51,203</b>	<b>51,402</b>	<b>466</b>	<b>51,868</b>

## PROGRAM SUMMARY



### 2017 Business Plan

### Works - Solid Waste Management

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>16 Blue Box Recoveries &amp; Subsidies:</b>					
WDO Blue Box Funding	(5,225)	(5,349)	(5,350)	(415)	(5,765)
Revenues-Diversion Materials	(4,727)	(4,567)	(4,567)	(200)	(4,767)
<b>Total Revenue</b>	<b>(9,952)</b>	<b>(9,916)</b>	<b>(9,917)</b>	<b>(615)</b>	<b>(10,532)</b>
<b>Net Program Expenses</b>	<b>39,924</b>	<b>41,287</b>	<b>41,485</b>	<b>(149)</b>	<b>41,336</b>
<b>17 Tangible Capital Assets:</b>					
1 Operations - New	200	200	-	44	44
2 Operations - Replacement	729	729	61	-	61
3 Facilities - New	60	60	-	100	100
4 Facilities - Replacement	699	699	16	-	16
5 Major Capital Projects	1,400	1,400	-	2,800	2,800
<b>Tangible Capital Assets Subtotal</b>	<b>3,088</b>	<b>3,088</b>	<b>77</b>	<b>2,944</b>	<b>3,021</b>
<b>Tangible Capital Assets Revenue &amp; Recoveries:</b>					
Major Capital Projects - Continuous Improvement Fund Subsidy	-	-	-	(873)	(873)
<b>Tangible Capital Assets Revenue &amp; Recoveries Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(873)</b>	<b>(873)</b>
<b>Net Tangible Capital Assets</b>	<b>3,088</b>	<b>3,088</b>	<b>77</b>	<b>2,071</b>	<b>2,148</b>
<b>Net Program Expenses</b>	<b>43,012</b>	<b>44,375</b>	<b>41,562</b>	<b>1,922</b>	<b>43,484</b>
<b>Summary of Increase (Decrease)</b>			<b>(\$2,813)</b>		<b>(\$891)</b>
			<b>-6.34%</b>		<b>-2.01%</b>



## PROGRAM SUMMARY



### 2017 Business Plan

### Works - Solid Waste Management

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	241	Economic increases
Salaries & Benefits	41	Annualization (1.055 positions)
Operating Expenditures	21	Inflationary increases
Haulage and Disposal Contracts	111	Contract increases
Fees & Service Charges	(139)	Inflationary increases
Major Repairs & Renovations	(77)	Remove one-time items
Tangible Capital Assets - New / Replacement	<u>(3,011)</u>	Remove one-time items
	<u><u>(2,813)</u></u>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Works - Solid Waste Management

\$ 000's

#### Waste Management Facilities

##### Oshawa Waste Management Facility

♦ Transfer of one (1) Waste Disposal Clerk from the Durham/York Energy Centre (1.000 FTE)	77
♦ Decrease in costs based on forecasted tonnes for disposal, processing and haulage. Decreased tonnages anticipated for materials such as garbage and municipal hazardous waste	(19)
♦ Increased revenues and industry subsidies resulting from:	
Increase in user fees for other chargeable materials related to change in chargeable tonnes	(14)
Increase in subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship) and Municipal Hazardous Special Waste (MHSW) related to change in tonnes	(3)
	41

##### Scugog Waste Management Facility

♦ Decrease in temporary salaries to offset resource in new facility at Clarington as per the Clarington Host Community Agreement	(39)
♦ Increase in costs based on forecasted tonnes for disposal, processing and haulage. Increased tonnages anticipated for materials such as yard waste and municipal hazardous waste	13
♦ Increased revenues and industry subsidies resulting from:	
Increase in user fees for other chargeable materials related to change in chargeable tonnes	(4)
Increase in subsidy for processing and recycling of electronic waste, electrical material (Ontario Electronics Stewardship) and MHSW related to change in tonnes	(3)
	(33)

##### Brock Waste Management Facility

♦ Increase in costs based on forecasted tonnes for disposal, processing and haulage. Increased tonnages anticipated for materials such as yard waste	1
♦ Decreased revenues and industry subsidies resulting from:	
Decrease in user fees for other chargeable materials related to change in chargeable tonnes	1
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	1
	3

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Works - Solid Waste Management

\$ 000's

### Waste Management Facilities (continued)

#### Pickering Waste Management Facility

◆ Increased revenues resulting from:	
Increase in chargeable materials related to change in chargeable tonnes	(1)
	<u>(1)</u>

#### Clarington Waste Management Facility

New Facility to receive Municipal Hazardous Special Waste (MHSW) as per the Clarington Host Community Agreement	
◆ Temporary resource for operation of new facility in 2017	40
◆ Operational costs including maintenance, telephones, vehicle and disposal of materials	40
◆ Subsidy and material revenue related to MHSW Program	(64)
	<u>16</u>

#### Durham Material Recovery Facility

◆ Increase in waste processing costs due to anticipated tonnage and processing changes	36
◆ Increase in recoveries from Waste Recycling programs due to anticipated tonnage and processing changes	(36)
	<u>-</u>

#### Durham York Energy Centre

◆ Transfer of one (1) Waste Disposal Clerk to the Oshawa Waste Management Facility (1.000 FTE)	(77)
◆ Adjustments to facility operating costs based on actual and forecasted requirements	(406)
◆ Increase in consulting costs to reflect actual cost and forecasted requirements for ongoing operational and technical support	100
◆ One-time transfer from Environmental Studies for additional environmental monitoring at the DYEC	170
◆ Decrease in revenues: Power purchase agreement and material recovery revenues	185
◆ Recovery from York Region (21.4 per cent) as a result of the above changes	44
	<u>16</u>

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Works - Solid Waste Management

\$ 000's

### Collection, Processing, Disposal

#### Collection Services

◆ Increase in collection costs resulting from forecasted stops based on Regional growth estimates	244
	<u>244</u>

#### Processing & Disposal Services

◆ Increase in forecasted costs due to revised tonnage estimates for organics and yard waste (\$124k); blue box (\$36k)	160
◆ Forecasted requirements for blue box and green bin supply	21
	<u>181</u>
	<u>425</u>

### Common Services Costs

#### Waste Administration

◆ Proposed new positions representing 1.040 FTE, effective July 1, 2017:	
One (1) By-law Compliance Officers to provide ongoing enforcement of Waste By-law 46-2011 (Annualized impact is \$96.6k) (1.000 FTE)	48
One (1) Appraiser/Negotiator in Real Estate to acquire real property interests on behalf of the Region and to provide advice to Regional staff on Real Estate matters. This position is required to deliver increasing property requirements related to planned infrastructure expansion projects. This position is shared with General Tax, Water Supply and Sanitary Sewerage. (Annualized impact is \$4.0k) (0.040 FTE)	2
◆ Adjustments to various operational costs including telephones, materials and supplies to reflect actual cost and forecasted requirements	10
◆ Increase in miscellaneous revenue based on historical actuals and forecasted projections	(16)
	<u>44</u>

#### Facilities Management

◆ Proposed new position representing 0.055 FTE, effective July 1st, 2017:	
One (1) Technical Assistant to provide support for the administration of corporate facility maintenance contracts. This position is shared with General Tax, Water Supply and Sanitary Sewerage (Annualized impact is \$4.5k) (0.055 FTE)	2
◆ Decrease to reflect actual costs and forecasted requirements in various payroll accounts	(16)
◆ Decrease in software licensing costs for Asset Management software	(4)
◆ Anticipated site operational costs for Clarington MHSW	45
◆ Decrease in costs due to transfer of property formerly used as the construction site office for the Durham-York Energy Centre to the Municipality of Clarington as per the Host Community Agreement	(27)
◆ Adjustments to various accounts to reflect actual costs and forecasted requirements	<u>23</u>
	<u>23</u>

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Works - Solid Waste Management

\$ 000's

### Common Services Costs (continued)

#### Waste Management Centre

◆ Increase in temporary resources to address call volumes related to Waste Management programs	38
◆ Increase in operational costs including materials and services to reflect forecasted requirements	4
◆ Increase in the purchase of blue boxes and green bins resulting from estimated growth to enhance diversion (\$100k), partially offset by revenue sales (-\$40k)	60
	<u>102</u>

#### Environmental Studies

◆ One-time transfer of Purchased Services (-\$50k), Maintenance (-\$50k) and Consulting Services (-\$70k) to the Durham York Energy Centre for one-time environmental monitoring requirements	(170)
	<u>(170)</u>

### Revenues

#### Revenues - Diversion Materials

◆ Change in Waste Diversion Ontario funding as a result of the ongoing arbitration process	(415)
◆ Change in revenues from marketed diversion materials based on revised tonnage estimates	(200)
	<u>(615)</u>

### Tangible Capital Assets

◆ Program changes include the acquisition of new assets and the replacement of assets related to Solid Waste Management operations. Refer to capital schedules for detailed information.	144
	<u>144</u>

### Major Capital Projects

◆ Costs related to the development and construction of an Organics Plan/ Anaerobic Digestion (\$800k); and enhancements to the Material Recovery Facility (MRF) sorting equipment (\$2,000k). Refer to capital schedules for detailed information.	2,800
◆ Recoveries from Continuous Improvement Fund Subsidy (\$873k)	(873)
	<u>1,927</u>
	<u>2,071</u>
	<u><u>1,922</u></u>



2017 Business Plan

Health

Major Services & Activities

Chronic Diseases and Injuries

- ◆ Enforce the Smoke-Free Ontario Act, including tobacco vendor inspections; promote tobacco use prevention and cessation strategies.
- ◆ Implement strategies to reduce the frequency, severity and impact of preventable injury and substance misuses.
- ◆ Reduce aggressive driving and alcohol-related motor vehicle injuries, through community partnerships.
- ◆ Implement education campaigns to promote healthy eating and physical activity.
- ◆ Promote and implement school and workplace wellness initiatives.

Family Health

- ◆ Provide services for infants and children at-risk for developmental delay, and their families.
- ◆ Provide assessment, health information, counselling and referral services, through Durham Health Connection Line.
- ◆ Provide breastfeeding and parenting education support and skill development; host clinics and classes.
- ◆ Provide oral health clinical services including fluorides, sealants, cleaning and scaling.
- ◆ Provide family assessments, and home visiting services for parents; coordinate services with other agencies.

Infectious Diseases

- ◆ Administer vaccines for flu, hepatitis B, meningococcal C, and Human Papillom Virus (HPV), through community-based and school clinics; distribute vaccines to hospitals, clinics, physicians, etc.
- ◆ Monitor and enforce compliance with mandatory vaccination schedules for children.
- ◆ Investigate animal bites for rabies; provide rabies awareness information.
- ◆ Investigate respiratory and enteric outbreaks in health care facilities and the community.
- ◆ Provide clinical services to prevent or reduce sexually transmitted infections; provide case and contact management for blood-borne infections.

Environmental Health and Emergency Preparedness

- ◆ 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.
- ◆ Respond to public inquiries; provide information on environmental health issues.
- ◆ Plan for health issues during emergencies.



2017 Business Plan

Health

Major Services & Activities (Continued)

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.

Professional and Administrative Services

- ◆ Provide health status reporting, program evaluation, information development and epidemiologic consultation.
- ◆ 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.

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

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Implement a Strategy to support independent living and aging in place and identify residents at risk in order to connect them with appropriate health services.
- ◆ Continue to build on the Health Department Quality Enhancement Plan (QEP) to ensure accessible public health in priority neighbourhoods.
- ◆ Implement the Health Department annual Health Plan, which includes priorities to improve the accessibility of paramedic and public health services.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Build/expand Durham Region's health protection, disease prevention and detection programs.

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

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Use Health Neighbourhood data to inform planning for all departments.



2017 Business Plan

Health

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



## PROGRAM SUMMARY

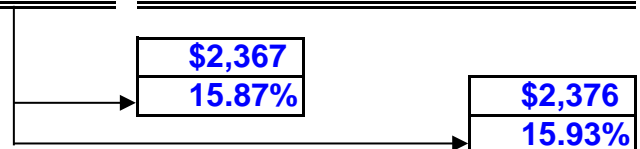


### 2017 Business Plan

### Public Health

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Chronic Diseases and Injuries	6,859	7,818	8,122	(10)	8,112
2 Family Health	7,874	8,676	9,027	(373)	8,654
3 Infectious Diseases	8,842	9,047	9,376	316	9,692
4 Environmental Health and Emergency Preparedness	4,761	5,148	5,357	(93)	5,264
5 Professional and Administrative Services	7,205	7,648	7,908	111	8,019
6 Facilities Management	556	630	582	43	625
Headquarters Shared Cost	1,917	1,917	1,956	-	1,956
<b>Operating Subtotal</b>	<b>38,014</b>	<b>40,884</b>	<b>42,328</b>	<b>(6)</b>	<b>42,322</b>
<b>Tangible Capital Assets:</b>					
5 New	3	3	-	15	15
5 Replacement	677	327	270	-	270
<b>Tangible Capital Assets Subtotal</b>	<b>680</b>	<b>330</b>	<b>270</b>	<b>15</b>	<b>285</b>
<b>Total Program Expenses</b>	<b>38,694</b>	<b>41,214</b>	<b>42,598</b>	<b>9</b>	<b>42,607</b>
<b>Revenue Programs</b>					
7 Contribution from Province - Mandatory Programs	(25,320)	(26,303)	(25,320)	-	(25,320)
<b>Total Revenue Programs</b>	<b>(25,320)</b>	<b>(26,303)</b>	<b>(25,320)</b>	<b>-</b>	<b>(25,320)</b>
<b>Net Program Expenses</b>	<b>13,374</b>	<b>14,911</b>	<b>17,278</b>	<b>9</b>	<b>17,287</b>

### Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2017 Business Plan

### Public Health

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	1,436	Economic increases
Salaries & Benefits	60	Annualization - 1 position
Operating Expenses	(3)	Decreased contract price
Operating Expenses	(3)	Remove one-time items
Minor Assets & Equipment	(10)	Remove one-time items
Major Repairs & Renovations	(48)	Remove one-time items
Tangible Capital Assets - New	(52)	Remove one-time items
Tangible Capital Assets - Replacement	(53)	Remove one-time items
Headquarters Shared Cost	39	Inflationary increases
Provincial Subsidy - Mandatory	983	2016 Approved funding
Provincial Subsidy - Other	8	Removal of One-time funding
Revenue from Lake Simcoe Protection Act - Inspections	10	Reduced requirement
	2,367	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Public Health

(\$,000's)

#### Chronic Diseases and Injuries

##### Chronic Disease Prevention

- ◆ Reduction in expenses to align with current spending (Printing & Reproduction -\$5k; Advertising -\$30k; Postage -\$2k; Office Materials & Supplies -\$4k). (41)
- 

##### Tobacco Enforcement

- ◆ Increase Part-time Salary and Benefits for a By-Law Enforcement Officer due to increased restrictions in the Smoke Free Ontario Act regarding smoking in public areas with increased expectations for inspections and enforcement. 28
- ◆ Tangible Capital Assets - New: Laptop for part-time By-Law Enforcement Officer. 3

Subtotal 31

##### E-Cigarettes Act Enforcement

- ◆ Realign budget to better reflect program requirements (Part-time Salary and Benefits \$20k; Overtime -\$10k; Printing & Reproduction -\$2k; Supplies -\$8k). -
- 

(10)

#### Family Health

##### Child Health #2 Durham Health Connection Line

- ◆ Reduction in Communications to better reflect program requirements (Printing & Reproduction -\$4k; Advertising -\$10k; Postage -\$4k). (18)
- 

##### Child Health #1 Parent Support

- ◆ Reduction in Advertising to align with current spending. (10)
- 

##### Reproductive Health

- ◆ Reduce Advertising budget to align with current spending. (20)
- ◆ Increase in Program Materials & Supplies to support increased services under the new regulations in the Provincial Child Health Screening Performance Indicators for Child Health programs in priority populations. 10

Subtotal (10)

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Public Health

(\$,000's)

#### Family Health (Continued)

**Healthy Babies Healthy Children**

- ◆ Realign budget with current spending (Advertising -\$1k; Property Rental -\$1k). (2)

**Child Health #3 Dental**

- ◆ Transfer Salary and Benefits for program management costs to Healthy Smiles Ontario. (188)

**Children in Need of Treatment (CINOT)**

- ◆ Provincial changes to program resulting in CINOT program fee for service being administered through a third party (Professional Services -\$234k and removal of recovery from Healthy Smiles Ontario \$69k). (165)

**CINOT Expansion**

- ◆ Provincial changes to program resulting in fee for service being administered through a third party (Professional Services -\$124k; Provincial Subsidy \$93k). (31)

**Healthy Smiles Ontario**

- ◆ Transfer Salary and Benefits from Child Health #3 Dental to allocate management costs required to deliver the Healthy Smiles Ontario program. 188
- ◆ Increase in expenses due to dental program integration - Office Supplies (\$10k) and Program Materials (\$132k). 142
- ◆ One-time increase for Professional Fees for implementation of Encounter software for the Oral Health division as the Province is no longer supporting the existing software. 30
- ◆ Removal of cross charge from CINOT as CINOT is being administered through a third party. (69)
- ◆ Increase in Provincial Funding due to integration of dental programs into one program, Healthy Smiles Ontario. (240)

Subtotal 51

(373)

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Public Health

(\$,000's)

### Infectious Diseases

#### Panorama Readiness

- ◆ One-time Provincial subsidy for Panorama implementation. (50)

#### HPV Vaccination

- ◆ Increase Part-time Salary and Benefits for On-Line Learning Application Specialist due to legislative requirement to develop, revise and maintain online learning modules for the PHNN Division for education and training purposes for both internal staff and external stakeholders. 44
- ◆ Increase Part-time Salary and Benefits for Public Health Nurses as a result of the expansion of the immunization program for HPV, expanded criteria for adult HPV vaccination, increased processing for exemptions from immunization, increased vaccine clinics for Menactra legislation under Immunization of School Pupils Act (ISPA) and increased compliance requirements under the new Provincial immunization data base Panorama. 168
- ◆ Increase in Program Materials & Supplies for the expansion of the immunization program for HPV, expanded criteria for adult HPV vaccination, increased processing for exemptions from immunization, increased vaccine clinics for Menactra legislation under ISPA and increased compliance requirements under the new Provincial immunization data base Panorama. 10
- ◆ One-time cost for Professional Services to support staff relating to implementation of the Provincial software application Panorama. 90
- ◆ Tangible Capital Assets - New: Laptop for new On-Line Learning Application Specialist. 2
- ◆ Increased HPV vaccine receipts due to the expansion of the immunization program. (35)
- Subtotal** 279

#### Control of Infectious Diseases (ENV)

- ◆ Increase Part-time Salary and Benefits for Public Health Inspector (\$44k), Printing (\$8k) and Advertising (\$20k) to accommodate increased requirements regarding Personal Service Setting under the legislation to investigate and disclose. 72
- ◆ Tangible Capital Assets - New: Laptop for new Public Health Inspector. 2
- Subtotal** 74

#### Rabies Prevention and Control

- ◆ Rabies protection protocols require increased levels of testing which requires an increase in Advertising costs (\$1k) and Program Materials & Supplies (\$2k). 3

#### Sexual Health and Blood Borne Infections

- ◆ Increased level of Program Materials & Supplies required due to expansion of sexual health clinic services in Clarington. 10

316

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Public Health

(\$,000's)

### Environmental Health and Emergency Preparedness

**Food Safety**

- ◆ Reduce Printing & Reproduction to align with current spending. (8)

**Safe Water**

- ◆ Reduce Purchased Services to align with current spending. (3)

**Health Hazard Prevention and Management**

- ◆ Position Transfer to Administration Division: Environmental Policy Analyst to a Senior Health Policy Specialist to support the entire Health Department. (82)

**KI Pill Distribution**

- ◆ Reduce Part-time Salary and Benefits based on Memorandum of Understanding with Ontario Power Generation Inc. (210)
- ◆ Reduce Car Allowance (-\$1k) and Telephone (-\$3k) as a result of reduced Part-time staff. (4)
- ◆ Increase in Printing & Reproduction (\$1k) and Advertising (\$9k) to increase promotion of the program. 10
- ◆ Reduce revenue based on Memorandum of Understanding with Ontario Power Generation Inc. 204

Subtotal -

**Water Source Protection**

- ◆ Removal of Water Source Protection Program as this program is no longer required: Part-time Salary and Benefits (-\$51k); Car Allowance (-\$4k); Recovery from Works Department (\$55k). -

(93)

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Public Health

(\$,000's)

#### Professional and Administrative Services

##### Administration Division

<ul style="list-style-type: none"> <li>◆ Position Transfer from Environmental Health Division: Environmental Policy Analyst to a Senior Health Policy Specialist to support the entire Health Department.</li> <li>◆ Increase in Memberships &amp; Dues to reflect current costs.</li> <li>◆ Increase requirements in Software Licenses for Adobe Captivate and Adobe Connect.</li> <li>◆ Increase in Purchased Services to address new requirements under the 2017 Ontario Student Drug Use and Health Survey to complete a questionnaire regarding substance use, physical health, mental health, and risk behaviours through CAMH (Centre for Addiction and Mental Health).</li> <li>◆ Reduction in expenses to align with current spending (Car Allowance -\$10k; Advertising -\$5k; Equipment Rentals -\$2k).</li> </ul>	<p>82</p> <p>8</p> <p>11</p> <p>27</p> <p>(17)</p> <hr style="border: 0.5px solid black;"/> <p>111</p> <hr style="border: 0.5px solid black;"/>
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#### Facilities Management

<ul style="list-style-type: none"> <li>◆ Adjustments to various accounts to better reflect actuals.</li> <li>◆ Major Renovations - Buildings: Security improvements and rekeying at all facilities.</li> </ul>	<p>1</p> <p>42</p> <hr style="border: 0.5px solid black;"/> <p>43</p> <hr style="border: 0.5px solid black;"/>
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#### Tangible Capital Assets

##### NEW

<ul style="list-style-type: none"> <li>◆ Laptops for Health Emergency Operating Centre backup.</li> </ul>	<p>15</p> <hr style="border: 0.5px solid black;"/> <p>15</p> <hr style="border: 0.5px solid black;"/>
<b>Total</b>	<hr style="border: 0.5px solid black;"/> <p><b>9</b></p> <hr style="border: 0.5px solid black;"/>



# PARAMEDIC RESPONSE STATIONS

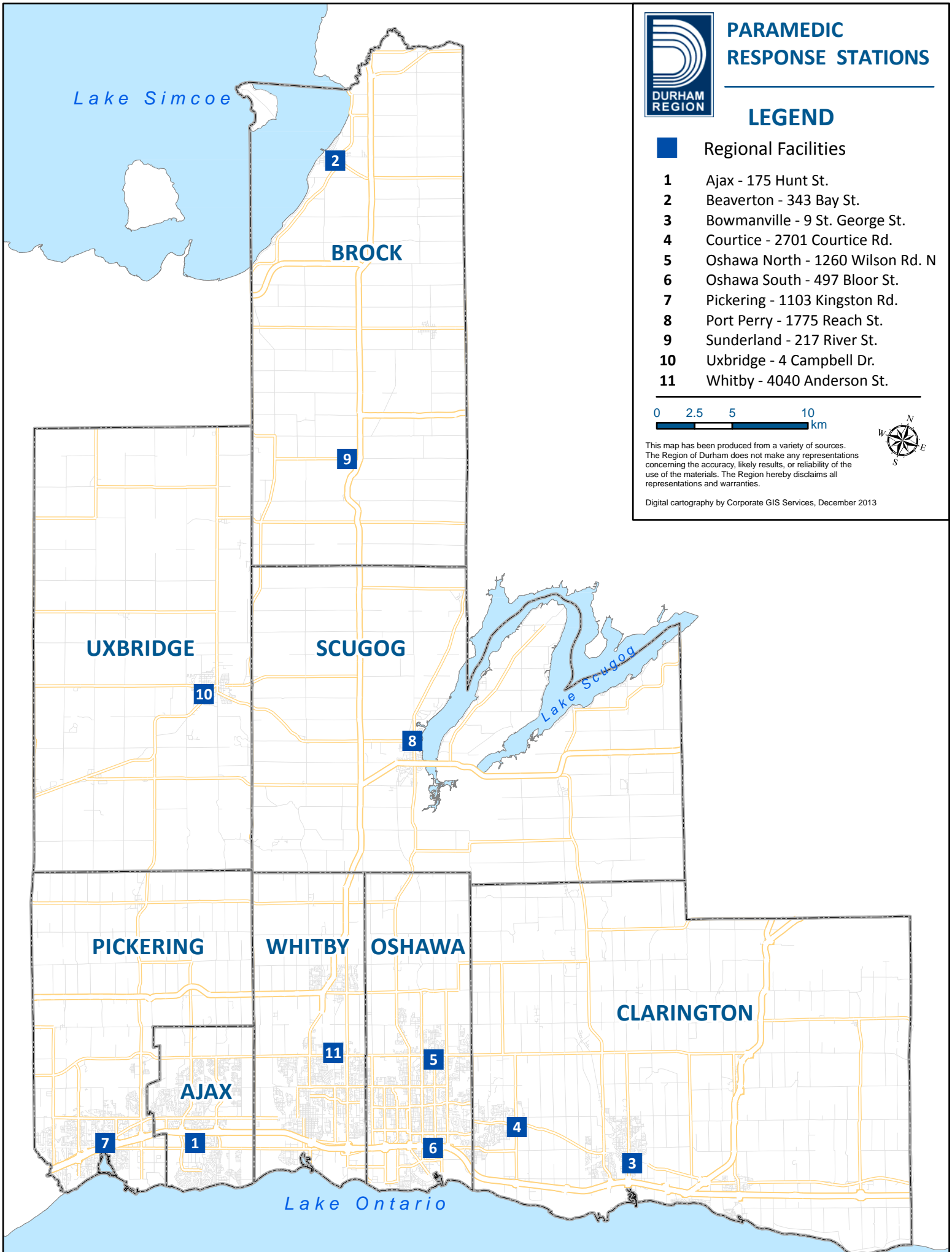
## LEGEND

- 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 - 217 River St.
- 10** Uxbridge - 4 Campbell Dr.
- 11** Whitby - 4040 Anderson St.



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Digital cartography by Corporate GIS Services, December 2013





## PROGRAM SUMMARY



### 2017 Business Plan

### Health - Paramedic Services

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	3,436	3,390	3,570	(5)	3,565
2 Operations	30,798	30,731	31,927	800	32,727
3 Quality Development	839	797	824	(3)	821
4 Planning and Logistics	3,232	3,541	3,560	13	3,573
5 Facilities Management	2,179	2,279	2,118	127	2,245
6 Hospital Contract - Offload Delay					
Net Expenses	425	475	475	-	475
Provincial Subsidy	(425)	(475)	(475)	-	(475)
Subtotal	-	-	-	-	-
<b>Operating Subtotal</b>	40,484	40,738	41,999	932	42,931
<b>Tangible Capital Assets:</b>					
7 New	83	83	-	217	217
7 Replacement	1,396	1,396	229	1,735	1,964
<b>Tangible Capital Assets Subtotal</b>	1,479	1,479	229	1,952	2,181
<b>Total Program Expenses</b>	<b>41,963</b>	<b>42,217</b>	<b>42,228</b>	<b>2,884</b>	<b>45,112</b>
<b>Revenue Programs</b>					
8 Contribution from Province	(20,506)	(20,578)	(21,153)	-	(21,153)
<b>Total Revenue Programs</b>	(20,506)	(20,578)	(21,153)	-	(21,153)
<b>Net Program Expenses</b>	<b>21,457</b>	<b>21,639</b>	<b>21,075</b>	<b>2,884</b>	<b>23,959</b>

### Summary of Increase (Decrease)

(\$564)
-2.61%
\$2,320
10.72%

## PROGRAM SUMMARY



### 2017 Business Plan

### Health - Paramedic Services

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	1,096	Economic increases
Salaries & Benefits	306	Annualization - 5 positions
Operating Expenses	36	Inflationary increases
Operating Expenses	(31)	Reduction to Contracted Services Cost
Major Repairs & Renovations	(146)	Remove one-time items
Tangible Capital Assets - New	(83)	Remove one-time items
Tangible Capital Assets - Replacement	(1,167)	Remove one-time items
Contribution from Province	(575)	Estimated increase
	<u>(564)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Health - Paramedic Services

(\$,000's)

#### Administration

♦ Reduce Advertising budget to better align to departmental requirements.	(2)
♦ Increase Office Materials & Supplies due to increasing service size.	2
♦ Increase revenue for Ambulance Call Report Fees based on prior year's volume.	(5)
	(5)

#### Operations

♦ New Positions: 6 Full-time Primary Care Paramedic positions, effective July 1, 2017, to staff new paramedic response station in north Durham. (Annualized Cost \$738k)	372
♦ New Positions: 6 Full-time Advanced Care Paramedic positions, effective July 1, 2017, to staff new paramedic response station in north Durham. (Annualized Cost \$789k)	398
♦ Position Reclassification: 4 Primary Care Paramedic positions reclassified from 40 hours to 42 hours per week. This is the result of moving a 16 hour ambulance to a 24 hour ambulance.	22
♦ Increased cost for Computer Maintenance & Operations due to the deployment of a required second laptop in each ambulance to ensure accurate and timely patient care documentation.	8
	800

#### Quality Development

♦ Remove WSIB Compensation Costs to better reflect actual expenditures.	(3)
	(3)

#### Planning and Logistics

♦ Increase Equipment Maintenance Repairs due to increase in service hours.	10
♦ Paramedic Services share of the NextGen radio system charges as supported by DRPS.	3
	13

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Health - Paramedic Services

(\$,000's)

#### Facilities Management

<ul style="list-style-type: none"> <li>◆ Partial year of facilities cost for new Sunderland Paramedic Response Station.</li> <li>◆ Net increase in Building Site Salt and Snow Removal at various locations to better reflect actuals.</li> <li>◆ Reduction of Operating Costs at Bowmanville station to better reflect actual expenditures.</li> </ul>	<p>32</p> <p>15</p> <p>(3)</p> <hr style="width: 100%;"/> <p style="text-align: right;">Subtotal 44</p>	
<ul style="list-style-type: none"> <li>◆ Major Repairs and Renovations: One-time maintenance requirements for Paramedic Response Stations in 2017:                             <ul style="list-style-type: none"> <li>◆ Partition walls in facilitator's area and replacement of exterior sign at Whitby station.</li> <li>◆ Replacement of exterior sign at Beaverton station.</li> <li>◆ Replacement of exterior sign at Uxbridge station.</li> <li>◆ Wash area storage doors and replacement of exterior sign at North Oshawa station.</li> <li>◆ Replacement of exterior sign at South Oshawa station.</li> <li>◆ Drainage improvements, blinds replacement, and replacement of exterior sign at Ajax station.</li> <li>◆ Rebuild deck, blinds replacement, and replacement of exterior sign at Port Perry</li> <li>◆ Asphalt repairs and replacement of exterior sign at Pickering station.</li> <li>◆ Asphalt repairs and replacement of exterior sign at Courtice station.</li> </ul> </li> </ul>		<p>23</p> <p>2</p> <p>2</p> <p>6</p> <p>2</p> <p>8</p> <p>9</p> <p>24</p> <p>7</p> <hr style="width: 100%;"/> <p style="text-align: right;">Subtotal 83</p> <hr style="width: 100%;"/> <p style="text-align: right;">127</p>

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Health - Paramedic Services

(\$,000's)

#### Tangible Capital Assets

**NEW**

- ◆ New toughbook computer to document patient care records at the new north Durham station. 7
- ◆ Bariatric Special Purpose Vehicle to support demand increases in an effort to provide a safe environment for staff to transport patients. 210

Subtotal 217

**REPLACEMENTS - ADDITIONAL**

- ◆ Cyclical replacement of main cots with power load to meet industry standard. By the end of 2017 all GTA paramedic services will be using power cots to provide increased safety to patients and staff. 1,557
- ◆ Replacement computers are required due to age of existing systems. 13
- ◆ Replacement of existing phone system with a VoIP system for RDPS Headquarters. 165

Subtotal 1,735

1,952

**Total Program Changes 2,884**



**2017 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.

**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.**

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

**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 - Co-Lead</b>
<ul style="list-style-type: none"> <li>◆ Continue to build on the existing LDIPC.</li> </ul>	



**2017 Business Plan**

**Social Services - Emergency Management and Program Support 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.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

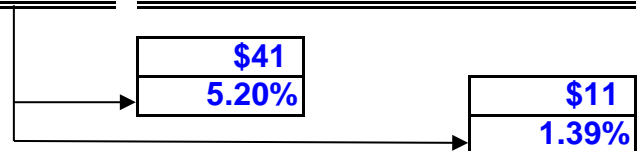


### 2017 Business Plan

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

By Program	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Emergency Management	132	174	179	(12)	167
2 Program Support Services	610	606	622	10	632
3 Local Diversity and Immigration					
Net Expenses	208	291	299	(28)	271
Federal Subsidy	(197)	(288)	(271)	-	(271)
Local Diversity and Immigration Subtotal	11	3	28	(28)	-
<b>Operating Subtotal</b>	<b>753</b>	<b>783</b>	<b>829</b>	<b>(30)</b>	<b>799</b>
<b>Tangible Capital Assets:</b>					
2 Replacement	6	6	1	-	1
<b>Tangible Capital Assets Subtotal</b>	<b>6</b>	<b>6</b>	<b>1</b>	<b>-</b>	<b>1</b>
<b>Net Program Expenses</b>	<b>759</b>	<b>789</b>	<b>830</b>	<b>(30)</b>	<b>800</b>

#### Summary of Increase (Decrease)



#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	20	Economic increases
Operating Expenses	1	NextGen charge
Tangible Capital Assets - Replacement	(5)	Remove one-time item
Salaries & Benefits, Operating Expenses	8	Local Diversity and Immigration
Federal Subsidy	17	Local Diversity and Immigration
	<b>41</b>	



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$'000's)

#### Emergency Management

- ◆ Reduce Miscellaneous Services to reflect actual expenditures.

(12)

#### Program Support Services

- ◆ Increase in Purchased Services to reflect expenditures associated with the organization and administration of the Affordable and Seniors' Housing Task Force meetings.

10

#### Local Diversity and Immigration

- ◆ Position Transfer: 0.2 Policy Advisor (Professional) to Family Services-Core Community Services to reflect projected workplan for position.

(28)
- ◆ Realign budget to better reflect actual expenditures (Conferences \$3k; Purchased Services -\$3k).

-

(28)

**Total Program Changes** (30)



**2017 Business Plan**

**Social Services -  
Social Assistance**

**Major Services & Activities**

**Ontario Works  
Program  
Delivery**

- ◆ Provide initial screening for Ontario Works Assistance eligibility and to respond to general enquiries from the community.
- ◆ Deliver Ontario Works Assistance and related programs, in a fiscally efficient, effective and ethically responsible fashion, in accordance with the Ontario Works Act.
- ◆ Provide comprehensive case management to Ontario Works participants through assessment and collaborative goal setting, while meeting Ministry of Community and Social Services (MCSS) delivery requirements.

**Ontario Works  
Client Benefits**

- ◆ Provide assistance with basic needs such as food, shelter and clothing to eligible persons in Durham Region who meet the requirements of the Ontario Works Act.
- ◆ Assist in meeting extraordinary needs of persons in receipt of Ontario Works or Ontario Disability Support Assistance.
- ◆ Provide financial assistance for Ontario Works recipients with special medical needs.

**Family  
Counselling  
Services**

- ◆ To provide individual family counselling to Ontario Works participants.

**Funerals and  
Burials**

- ◆ To assist with the cost of funerals and burials for low income residents of Durham Region who were not in receipt of Ontario Works or Ontario Disability Support Assistance.

**Employment  
Programs**

- ◆ To provide Ontario Works participants with value-added work experience; to locate full-time paid employment for job ready participants; and to provide case planning, job search workshops, self-employment training, and other innovative and relevant employment supports.
- ◆ To foster long-term sustainable paid employment for Ontario Works participants.



**2017 Business Plan**

**Social Services -  
Social Assistance**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ OW clients receive training which aligns with employer needs.
- ◆ Continue to promote and support youth employment programs offered through province and federal governments, post-secondary institutions and local school boards, business and other stakeholders.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Develop a Youth Engagement Strategy. Social Service directors to become members of Durham's Children and Youth Planning Network (DCYPN).
- ◆ Develop a youth employment Strategy in partnership with stakeholders and other levels of government.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Develop a Financial Empowerment Framework that engages marginalized low income populations to identify needs and ongoing engagement.
- ◆ Develop an Ontario Works Enhancement Strategy to promote a comprehensive and systemic approach to unique health and social service issues.
- ◆ Use Health Neighbourhood data to inform planning for all departments.

**Strategic 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



### 2017 Business Plan

### Social Services - Social Assistance

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 ONTARIO WORKS PROGRAM DELIVERY</b>					
Net Expenses	31,334	32,835	33,777	(551)	33,226
Tangible Capital Assets	137	137	55	376	431
Provincial Subsidy	(18,004)	(18,106)	(17,997)	(199)	(18,196)
Subtotal	13,467	14,866	15,835	(374)	15,461
<b>2 ONTARIO WORKS CLIENT BENEFITS</b>					
Net Expenses	75,141	74,817	76,731	1,317	78,048
Provincial Subsidy	(70,061)	(70,061)	(71,862)	(4,076)	(75,938)
Subtotal	5,080	4,756	4,869	(2,759)	2,110
<b>3 TRANSITION CHILD BENEFITS</b>					
Net Expenses	654	866	866	-	866
Provincial Subsidy	(654)	(866)	(866)	-	(866)
Subtotal	-	-	-	-	-
<b>4 FAMILY COUNSELLING SERVICES</b>	192	192	192	-	192
<b>5 PEDICULOSIS TREATMENT AND EDUCATION</b>	10	21	21	-	21
<b>6 FUNERALS AND BURIALS (100% REGIONAL)</b>	191	225	225	-	225
<b>7 SOCIAL INVESTMENT FUND</b>	1,023	1,024	1,024	100	1,124

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Social Assistance

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>HEADQUARTERS SHARED COST</b>					
Net Expenses	1,195	1,195	1,219	-	1,219
Provincial Subsidy	(598)	(598)	(610)	-	(610)
Subtotal	597	597	609	-	609
<b>Net Program Expenses</b>	<b>20,560</b>	<b>21,681</b>	<b>22,775</b>	<b>(3,033)</b>	<b>19,742</b>
<b>Summary of Increase (Decrease)</b>			<b>\$1,094</b>	<b>5.05%</b>	<b>(\$1,939)</b>
					<b>-8.94%</b>

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	928	Economic increases
Salaries & Benefits	99	Annualization - 2 positions
OW Client Benefits	113	Benefit increases, Net
Operating Expenses	51	Leased & owned facilities
Operating Expenses	(7)	Inter-departmental recoveries
Operating Expenses	12	Headquarters shared cost net of subsidy
Minor Assets & Equipment	(20)	Remove one-time items
Major Repairs & Renovations	(109)	Remove one-time item
Tangible Capital Assets - New	(10)	Remove one-time item
Tangible Capital Assets - Replacement	(72)	Remove one-time items
Subsidy - OW Program Delivery	109	Reduced Provincial funding
	<b>1,094</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Ontario Works Program Delivery

##### Financial Assistance Delivery

♦ New Position: 1 Administrative Assistant 1, effective July 1, 2017, to assist with administrative scheduling. (Annualized cost is \$87k)	44
♦ Position Reclassification: Area Manager to Manager Strategic Partnerships and Initiatives to support community outreach and poverty reduction initiatives.	(14)
♦ Reduction in temporary staffing based on projected requirements.	(132)
♦ Adjustments to various accounts to better reflect actual expenditures.	(17)
Subtotal	(119)

##### Administrative Support

♦ Position Reclassification: Support Clerk to Program Assistant to better meet the needs of the division related to capital project management and support.	14
♦ Decrease in temporary staffing to offset reclassification (above).	(14)
♦ Position Reclassification: Supervisor to Administrative Assistant 1 to better meet administrative demands.	(37)
♦ Position Reclassification: 2 Senior Accounting Clerks to 2 Financial Analyst 1 positions to better meet the needs of the division by providing additional analytical support for staff.	14
♦ Reduction in Printing & Reproduction (-\$10k) and Equipment Maintenance Repairs (-\$10k) to better reflect actuals.	(20)
Subtotal	(43)

##### Employment Programs

♦ Adjustments to various accounts to better reflect actual expenditures.	(68)
♦ Decrease Client Benefit Expenses to better utilize provincial subsidy noted under the increase to Ontario Works Client Benefits below.	(345)
♦ Minor Assets & Equipment: Multimedia Projector (Ajax Location Resource Space).	5
Subtotal	(408)

##### Facilities Management

♦ Adjustments to various accounts to better reflect actual expenditures.	5
♦ Reduction in winter maintenance cost as a result of changes to lease term.	(40)
♦ Major Repairs & Renovations: Uninterruptable Power Supply (UPS) Battery replacements Ajax location (\$12k), Physical Building Access Security Improvements for all income support facilities (\$42k).	54
Subtotal	19

Subtotal (Net Expenses)	(551)
-------------------------	-------

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Social Assistance

(\$,000's)

#### Ontario Works Program Delivery (continued)

##### Tangible Capital Assets - New

- ◆ New Tablets (\$12k), New Furniture at Resource Centre (\$26k), and Security Pass Card Lock (\$25k) at Resource Centre. 63

##### Tangible Capital Assets - Replacement

- ◆ Computer replacements (\$118k), and Furniture Replacements (\$195k). 313

Subtotal 376

##### Provincial Subsidy

- ◆ Program Delivery Upload - 94.2 per cent to 97.2 per cent. (199)

(374)

#### Ontario Works Client Benefits

##### Client Benefits

- ◆ Recovery from Social Services - Housing Services for Beds and Cribs under Community Homelessness Prevention Initiative (CHPI) Guidelines. (242)
- ◆ Increase various Client Benefit Expenses to better support successful client outcomes and help address barriers to employment while better utilizing provincial subsidy. 555
- ◆ Decrease Other Health Expenses to reflect planned adjustments to client benefit utilization by encouraging usage of client benefits with higher subsidy eligibility. (210)
- ◆ As announced in the 2016 Ontario Budget, effective February 2017, child support payments will be fully exempt as income and will no longer be deducted from clients' social assistance payments. It is anticipated that there will be an increase in client benefit costs as a result of the child support deduction removal. 1,214

Subtotal 1,317

##### Provincial Subsidy

- ◆ Increase in Provincial Subsidy due to removal of child support income deduction. (1,180)
- ◆ Increase in Discretionary Benefits Subsidy based on continued upload of benefits costs. (148)
- ◆ Increase in Provincial Subsidy due to increase in net Client Benefit Expenses. (540)
- ◆ Increase in Mandatory Benefits Subsidy based on continued upload of benefit costs - 94.2 per cent to 97.2 per cent. (2,208)

Subtotal (4,076)

(2,759)

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Social Services - Social Assistance

(\$,000's)

### Social Investment Fund

- ◆ Increase to Miscellaneous Program Services, to provide direct support to the health and well-being of children experiencing poverty in Durham.

100

100

**Total Program Changes** (3,033)





**2017 Business Plan**

**Social Services -  
Children's Services**

**Major Services & Activities**

**Directly  
Operated**

- ◆ Provide quality licensed child care programs which supports parents; including low-income earners and full fee parents who are working and/or upgrading their education.
- ◆ Provide Ontario Works recipients and eligible parents with child care subsidy to support employment, education or a recognized need for a child or parent.

**Purchase of  
Services**

- ◆ Purchase support including: child care spaces, funding for resource teachers assisting children with special needs in licensed child care settings and private-home day care programs.

**Behaviour  
Management**

- ◆ Provide consultation to parents and care givers in the child's natural environment and child care centres, 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.

**Community  
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: working in partnership with school boards, child care operators, support services and agencies to implement the Early Learning Framework and Provincial Modernization activities.

**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.



**2017 Business Plan**

**Social Services -  
Children's 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.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



### 2017 Business Plan

### Social Services - Children's Services

By Program	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
<b>1 PURCHASED FEE SUBSIDY SPACES</b>					
Operating Expenses	19,347	19,155	19,155	500	19,655
Provincial Subsidy	(17,104)	(17,104)	(17,104)	(500)	(17,604)
Subtotal	2,243	2,051	2,051	-	2,051
<b>2 DIRECTLY OPERATED SPACES</b>					
Operating Expenses	7,400	7,485	7,597	27	7,624
Tangible Capital Assets	31	31	31	-	31
Provincial Subsidy	(4,307)	(4,307)	(4,307)	-	(4,307)
Provincial Contribution-One-Time	(25)	(25)	-	-	-
Fees & Service Charges	(1,100)	(1,020)	(1,020)	(31)	(1,051)
Subtotal	1,999	2,164	2,301	(4)	2,297
<b>3 ONTARIO WORKS CHILD CARE</b>					
Operating Expenses	1,122	1,200	1,200	-	1,200
Provincial Subsidy	(927)	(927)	(927)	-	(927)
Subtotal	195	273	273	-	273
<b>4 SOCIAL INVESTMENT FUND</b>					
Operating Expenses	27	32	32	-	32
Subtotal	27	32	32	-	32
<b>5 SPECIAL NEED RESOURCING</b>					
Operating Expenses	3,786	3,786	3,686	-	3,686
Provincial Subsidy	(3,307)	(3,307)	(3,307)	-	(3,307)
Provincial Contribution-One-Time	(100)	(100)	-	-	-
Subtotal	379	379	379	-	379
<b>6 BEHAVIOUR MANAGEMENT SERVICES</b>					
Operating Expenses	1,666	1,667	1,722	-	1,722
Tangible Capital Assets	1	1	1	-	1
Provincial Subsidy	(1,151)	(1,151)	(1,151)	-	(1,151)
Fees & Service Charges	(115)	(115)	(118)	-	(118)
Subtotal	401	402	454	-	454

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Children's Services

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>7 GENERAL OPERATING PROGRAM SUBSIDY</b>					
Operating Expenses	7,921	7,977	7,977	-	7,977
Provincial Subsidy	(6,901)	(6,901)	(6,901)	-	(6,901)
Subtotal	1,020	1,076	1,076	-	1,076
<b>8 ADMINISTRATION</b>					
Operating Expenses	4,001	4,267	4,476	(45)	4,431
Tangible Capital Assets	29	29	45	43	88
Provincial Subsidy	(2,286)	(2,286)	(2,286)	(27)	(2,313)
Subtotal	1,744	2,010	2,235	(29)	2,206
<b>9 SPECIAL PURPOSE - PROJECTS</b>					
Operating Expenses	1,051	1,076	1,076	-	1,076
Tangible Capital Assets	27	27	-	-	-
Provincial Subsidy	(1,078)	(1,103)	(1,103)	27	(1,076)
Subtotal	-	-	(27)	27	-
<b>10 EARLY LEARNING PLANNING</b>					
Operating Expenses	79	79	79	-	79
Provincial Subsidy	(79)	(79)	(79)	-	(79)
Subtotal	-	-	-	-	-
<b>11 DATA ANALYSIS RESEARCH</b>					
Operating Expenses	105	119	123	-	123
Provincial Subsidy	(101)	(101)	(101)	-	(101)
Subtotal	4	18	22	-	22

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Children's Services

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>12 WAGE ENHANCEMENT</b>					
Operating Expenses	8,754	8,652	8,652	1,257	9,909
Provincial Subsidy	(8,754)	(8,652)	(8,652)	(1,257)	(9,909)
Subtotal	-	-	-	-	-
<b>13 ONTARIO EARLY YEARS CHILD AND FAMILY CENTRES</b>					
Operating Expenses	-	-	-	132	132
Provincial Subsidy	-	-	-	(132)	(132)
Subtotal	-	-	-	-	-
<b>HEADQUARTERS SHARED COST</b>					
Operating Expenses	552	552	563	-	563
Provincial Subsidy	(154)	(154)	(154)	-	(154)
Subtotal	398	398	409	-	409
<b>Net Program Expenses</b>	<b>8,410</b>	<b>8,803</b>	<b>9,205</b>	<b>(6)</b>	<b>9,199</b>

#### Summary of Increase (Decrease)

	<b>\$402</b>	
→	<b>4.57%</b>	→
→	<b>\$396</b>	→
→	<b>4.50%</b>	→

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	379	Economic increases
Salaries & Benefits	118	Annualization - 2 positions
Operating Expenses	6	Inflationary increases
Operating Expenses	11	Headquarters shared cost
Major Repairs & Renovations	(98)	Remove one-time items
Tangible Capital Assets - New	(34)	Remove one-time items
Tangible Capital Assets - Replacement	23	Increased requirement
Other Revenue	(3)	CAS consulting
	<b>402</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Purchased Fee Subsidy Spaces

- |  |       |
|--|-------|
| ♦ Increase in Contracted Services to increase capacity and allow for approximately 45 additional subsidized spaces, contingent on an anticipated increase in Provincial Subsidy. | 500   |
| ♦ Anticipated increase in Provincial Subsidy to offset the cost of approximately 45 additional subsidized spaces.  | (500) |
|  | -     |

#### Directly Operated Spaces

- |   |      |
|---|------|
| ♦ Position Reclassification: Assistant Program Manager to Supervisor for Directly Operated Centres to better service needs. | 27   |
| ♦ Increase revenue due to increased Parent fee effective September 1, 2017 for Directly Operated Spaces.                    | (31) |
|   | (4)  |

#### Administration

- |  |      |
|--|------|
| ♦ Position Reclassification: Clerk 2 to Support Clerk to better service needs of administration of Child Care programs.  | (7)  |
| ♦ Position Transfer: 0.25 Directly Operated Manager to Ontario Early Years Child and Family Centres to reflect portion of staff time dedicated to the program. | (37) |
| ♦ Position Transfer: 0.25 Secretary to Ontario Early Years Child and Family Centres to reflect portion of staff time dedicated to the program.                 | (21) |
| ♦ Position Transfer: 0.5 Program Manager to Wage Enhancement to reflect portion of staff time dedicated to the program.  | (74) |
| ♦ Position Transfer: 1 Financial Analyst 2 to Wage Enhancement to service program requirements.  | (96) |
| ♦ Reallocation of Part-time Salary and Benefits to Wage Enhancement to reflect program demands.  | (84) |
| ♦ Eliminate Payroll Recovery from Wage Enhancement as a result of position transfers as noted above.   | 355  |
| ♦ Decrease Computer Maintenance and Operations expenses to better reflect actual expenditures and forecasted requirements.                                     | (81) |
| ♦ Tangible Capital Assets - New: 7 laptops and 3 tablets for electronic documentation and submission of information (\$15k) and Office renovations (\$28k).    | 43   |
| ♦ Reallocate Provincial Subsidy from Special Purpose-Projects to better reflect actuals.   | (27) |
|  | (29) |

#### Special Purpose - Projects

- |  |    |
|--|----|
| ♦ Reallocate Provincial Subsidy to Administration to better reflect actuals. | 27 |
|  | 27 |

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Children's Services

(\$,000's)

#### Wage Enhancement

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>◆ New Position: 1 Program Manager, effective July 1, 2017, to support increasing number of staff required to implement Provincial Wage Enhancement Program. (Annualized cost is \$123k).</li> <li>◆ New Position: 1 Clerk 2, effective July 1, 2017, to support documentation and administration of service agency contracts. (Annualized cost is \$75k)</li> <li>◆ Position Transfer: 0.5 Program Manager from Administration to reflect portion of staff time dedicated to the program.</li> <li>◆ Position Transfer: 1 Financial Analyst 2 from Administration to service program requirements.</li> <li>◆ Reallocation of Part-time Salary and Benefits from Administration to reflect program demands.</li> <li>◆ Eliminate Payroll Recovery charge from Administration as a result of position transfers and new positions as noted above.</li> <li>◆ Increase to Contracted Services, consistent with the government's ongoing commitment to support wage enhancement in the licensed Child Care sector.</li> <li>◆ Increase to Provincial Subsidy based on announcement within the Service Agreement Allocations for 2017, to offset Contracted Services cost noted above.</li> </ul> | <p>62</p> <p>38</p> <p>74</p> <p>97</p> <p>84</p> <p>(355)</p> <p>1,257</p> <p>(1,257)</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: center;">-</p> <hr style="border: 0.5px solid black;"/> |
|--|---|

#### Ontario Early Years Child and Family Centres

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>◆ Position Transfer: 0.25 Directly Operated Manager from Administration to service program requirements.</li> <li>◆ Position Transfer: 0.25 Secretary from Administration to service program requirements.</li> <li>◆ Operating costs for new program: Education &amp; Training (\$10k); Communications (\$9k); Supplies (\$30k); and Professional Fees (\$25k).</li> <li>◆ One-time Provincial Subsidy for implementation of new Ontario Early Years Child and Family Centres.</li> </ul> | <p>37</p> <p>21</p> <p>74</p> <p>(132)</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: center;">-</p> <hr style="border: 0.5px solid black;"/> |
|---|---|

**Total Program Changes** (6)



**2017 Business Plan**

**Social Services -  
Family Services**

**Major Services & Activities**

**Core Community  
Services**

- ◆ Provide the residents of Durham with professional counselling and other support services that enhance their quality of life and work life balance.

**Employee  
Assistance  
Program**

- ◆ Increase organizational effectiveness and improve the health and well being of employees through provision of high quality human and organizational development services.

**Adult  
Community  
Support Services**

- ◆ Provide services and supports for adults with developmental disabilities and their families that enable them to live, work and participate in a variety of community activities with improved quality of life.

**Partner Assault  
Response**

- ◆ Promote non-violent and non-controlling attitudes and behaviours among men and women who have been convicted and/or found guilty of a domestic assault against their partner.





**2017 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

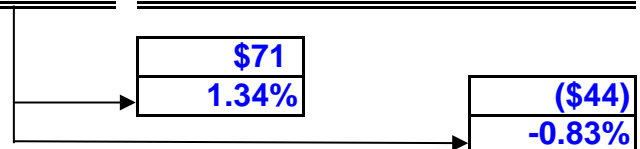


### 2017 Business Plan

### Social Services - Family Services

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Core Community Services	4,309	4,675	4,798	(65)	4,733
2 Employee Assistance Program (EAP)	168	224	235	(57)	178
3 Adult Community Support Services	455	473	476	-	476
4 Partner Assault Response (PAR)	514	509	509	-	509
5 Facilities Management	244	249	228	1	229
Headquarters Shared Cost	322	322	328	-	328
<b>Operating Subtotal</b>	<b>6,012</b>	<b>6,452</b>	<b>6,574</b>	<b>(121)</b>	<b>6,453</b>
<b>Tangible Capital Assets:</b>					
1 New	24	24	-	30	30
1 Replacement	41	41	14	-	14
<b>Tangible Capital Assets Subtotal</b>	<b>65</b>	<b>65</b>	<b>14</b>	<b>30</b>	<b>44</b>
<b>Total Program Expenses</b>	<b>6,077</b>	<b>6,517</b>	<b>6,588</b>	<b>(91)</b>	<b>6,497</b>
<b>Revenue Programs</b>					
1 Core Community Services	(146)	(194)	(194)	1	(193)
2 Employee Assistance Program (EAP)	(168)	(153)	(153)	(25)	(178)
3 Adult Community Support Services	(349)	(349)	(349)	-	(349)
4 Partner Assault Response (PAR)	(514)	(509)	(509)	-	(509)
<b>Total Revenue Expenses</b>	<b>(1,177)</b>	<b>(1,205)</b>	<b>(1,205)</b>	<b>(24)</b>	<b>(1,229)</b>
<b>Net Program Expenses</b>	<b>4,900</b>	<b>5,312</b>	<b>5,383</b>	<b>(115)</b>	<b>5,268</b>

### Summary of Increase (Decrease)



**PROGRAM SUMMARY**



**2017 Business Plan**

**Social Services - Family Services**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	139	Economic increases
Salaries & Benefits	48	Annualization - 1 position
Operating Expenses	(50)	Removal of One-Time education and training expense for case management software upgrade
Major Repairs & Renovations	(25)	Remove one-time items
Tangible Capital Assets - New	(24)	Remove one-time items
Tangible Capital Assets - Replacement	(27)	Remove one-time items
Operating Expenses	10	Facilities, including Headquarters shared cost
	71	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Family Services

(\$,000's)

#### Core Community Services

<ul style="list-style-type: none"> <li>◆ New Position: 1 Clerk 2, effective July 1, 2017, conversion of temporary position to full-time to create more sustainability in retention of employees. (Annualized cost is \$75k)</li> <li>◆ Position Transfer: 0.7 Area Manager from Employee Assistance Program to reflect actual organization reporting structure.</li> <li>◆ Position Transfer: 0.2 Policy Advisor (Professional) from Emergency Management and Program Support Services - Local Diversity and Immigration to reflect actual expenditures.</li> <li>◆ Position Reclassification: Supervisor to Administrative Assistant 1. The position will support the Division with Human Resources activities.</li> <li>◆ Reduction in Part-time Salary and Benefits to offset new Clerk 2 position.</li> <li>◆ Reduction in Part-time Salary and Benefits to better reflect service requirements.</li> <li>◆ Area Manager cross charge to Employee Assistance Program to reflect their portion of time dedicated to the program.</li> <li>◆ Adjustment to various accounts to better reflect actual expenditures and revenues.</li> </ul>	<p>38</p> <p>104</p> <p>28</p> <p>(37)</p> <p>(38)</p> <p>(42)</p> <p>(66)</p> <p>(51)</p> <hr style="border: 0.5px solid black;"/> <p>(64)</p> <hr style="border: 0.5px solid black;"/>
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#### Employee Assistance Program

<ul style="list-style-type: none"> <li>◆ Position Transfer: 0.7 Area Manager to Core Community Services to reflect actual organization reporting structure.</li> <li>◆ Position Transfer: 0.3 Area Manager to Partner Assault Response to reflect actual organization reporting structure.</li> <li>◆ Increase in Part-time Salary and Benefits to better meet service needs.</li> <li>◆ Area Manager cross charge from Core Community Services to reflect their portion of time dedicated to the program.</li> <li>◆ Adjustment to various accounts to better reflect actual expenditures.</li> <li>◆ Increase to Employee Assistance Program Fees to reflect actual revenues.</li> </ul>	<p>(104)</p> <p>(44)</p> <p>42</p> <p>66</p> <p>(17)</p> <p>(25)</p> <hr style="border: 0.5px solid black;"/> <p>(82)</p> <hr style="border: 0.5px solid black;"/>
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#### Partner Assault Response (PAR)

<ul style="list-style-type: none"> <li>◆ Position Transfer: 0.3 Area Manager from Employee Assistance Program to reflect actual organization reporting structure.</li> <li>◆ Reduction in temporary staffing to reflect actual expenditures.</li> <li>◆ Reduction in Professional Services to reflect actual expenditures.</li> </ul>	<p>44</p> <p>(22)</p> <p>(22)</p> <hr style="border: 0.5px solid black;"/> <p>-</p> <hr style="border: 0.5px solid black;"/>
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#### Facilities Management

<ul style="list-style-type: none"> <li>◆ Adjustments to Building &amp; Grounds Operations to reflect actual expenditures.</li> </ul>	<p>1</p> <hr style="border: 0.5px solid black;"/> <p>1</p> <hr style="border: 0.5px solid black;"/>
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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Family Services

(\$,000's)

#### Tangible Capital Assets

**New**

- ◆ Workspace Reconfiguration.

30

30

**Total Program Changes** (115)



**2017 Business Plan**

**Social Services - Housing Services**

**Major Services & Activities**

**Social Housing Administration**

- ♦ Monitor the delivery of social housing programs to ensure compliance with Provincial legislation and Regional policies.

**Community Homelessness Prevention Initiative**

- ♦ Manage specific programs designed to assist the homeless and households at risk of becoming homeless.
- ♦ Implementation and monitoring of the ten-year "At Home in Durham", Durham Housing Plan.

**Durham Access to Social Housing**

- ♦ Administer the centralized waiting list for Rent-Geared-to-Income (RGI) housing.

**Investment in Affordable Housing (IAH) - Administration**

- ♦ Administer the Durham Housing Benefit, Rental and Homeownership Components of the Investment in Affordable Housing (IAH) program and liaise with the Ministry of Finance on the delivery of the Housing Allowance Component.
- ♦ Monitor the implementation of the IAH 2014 Extension delivery plan.

**Durham Regional Local Housing Corporation Property Management**

- ♦ Provide effective, direct property management services for the Durham Regional Local Housing Corporation (DRLHC).



**2017 Business Plan**

**Social Services - Housing Services**

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

**Strategic Goal B.5 - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Implement the At Home in Durham, the Regional Housing Plan 2014-2024 which includes increasing the range of housing types and tenures in partnership with other stakeholders.</li> <li>◆ Establish the Housing Task Force to identify opportunities to support the needs of seniors and low to moderate incomes.</li> <li>◆ Advocate for and implement senior government housing programs in order to address existing and emerging social housing needs.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Use Health Neighbourhood data to inform planning for Housing Services:                             <ul style="list-style-type: none"> <li>- Expand features, indicators, invest resources in priority neighbourhoods;</li> <li>- Increase community engagement.</li> </ul> </li> </ul>	

**Strategic Goals**

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

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Housing Services

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 SOCIAL HOUSING ADMINISTRATION</b>					
Operating Expenses	1,379	1,402	1,449	96	1,545
Tangible Capital Assets	23	23	14	225	239
Subtotal	1,402	1,425	1,463	321	1,784
<b>2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE (CHPI)</b>					
Operating Expenses	6,241	6,264	6,278	796	7,074
Provincial Subsidy	(5,891)	(5,891)	(5,891)	(796)	(6,687)
Subtotal	350	373	387	-	387
<b>3 DURHAM ACCESS TO SOCIAL HOUSING</b>					
Operating Expenses	99	128	130	-	130
Subtotal	99	128	130	-	130
<b>4 INVESTMENT IN AFFORDABLE HOUSING (IAH)</b>					
Operating Expenses	231	246	246	-	246
Federal/Provincial Subsidy	(231)	(246)	(246)	-	(246)
Subtotal	-	-	-	-	-
<b>HEADQUARTERS SHARED COST</b>					
Operating Expenses	118	118	121	-	121
Subtotal	118	118	121	-	121
<b>5 DRLHC - PROPERTY MANAGEMENT</b>					
Operating Expenses	2,725	2,713	2,805	7	2,812
Recovery from DRLHC	(2,441)	(2,429)	(2,517)	(7)	(2,524)
Provincial Download	(284)	(284)	(288)	-	(288)
Subtotal	-	-	-	-	-



## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - Housing Services

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>6 DRLHC - CITY OF OSHAWA</b>					
Operating Expenses	9	9	9	-	9
Program Fees	(9)	(9)	(9)	-	(9)
Subtotal	-	-	-	-	-
<b>Net Program Expenses</b>	<b>1,969</b>	<b>2,044</b>	<b>2,101</b>	<b>321</b>	<b>2,422</b>
<b>Summary of Increase (Decrease)</b>			<b>\$57</b>	<b>2.79%</b>	<b>\$378</b> <b>18.49%</b>

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	157	Economic increases
Operating Expenses	(4)	Reduced requirement
Operating Expenses	5	Headquarters shared cost
Recovery from Related Entity	(88)	Increased recovery from DRLHC to offset economic increases
Tangible Capital Assets - New	(1)	Remove one-time item
Tangible Capital Assets - Replacement	(8)	Remove one-time items
Inter-departmental Transfers	(4)	Economic increases
	<b>57</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - Housing Services

(\$,000's)

#### Social Housing Administration

<ul style="list-style-type: none"> <li>◆ Position Reclassification: 1 Clerk to 1 Clerk 2 to better reflect the duties associated with this position.</li> <li>◆ Position Reclassification: 1 Secretary to 1 Administrative Assistant 1 position to support an immediate need and assist in monitoring the delivery of Social Housing programs.</li> <li>◆ Increase to Computer Maintenance &amp; Operations for new Housing Administration Information System.</li> <li>◆ Adjustments to Purchased Services (-\$24k), Conferences (\$6k), Postage (\$25k) and various other accounts (-\$1k) to better reflect actual expenditures.</li> <li>◆ Tangible Capital Assets - Replacement: Housing Property Management System.</li> </ul>	<p>17</p> <p>4</p> <p>69</p> <p>6</p> <p style="border-top: 1px solid black;">225</p> <p style="border-top: 1px solid black; border-bottom: 3px double black;">321</p>
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#### Community Homelessness Prevention Initiative (CHPI)

<ul style="list-style-type: none"> <li>◆ Increase in Contracted Services to utilize increase in CHPI Funding allocation to assist households.</li> <li>◆ Discretionary Benefits for the issuance of beds and cribs that fall under CHPI guidelines transferred from Social Assistance Benefits.</li> <li>◆ Increase in Provincial Subsidy for the CHPI program.</li> </ul>	<p>554</p> <p>242</p> <p style="border-top: 1px solid black;">(796)</p> <p style="border-top: 1px solid black; border-bottom: 3px double black;">-</p>
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#### Investment in Affordable Housing

<ul style="list-style-type: none"> <li>◆ Reallocation from Professional Services (-\$33k) to Payments to Outside Agencies (\$33k) to better reflect actual expenditures.</li> </ul>	<p>-</p> <p style="border-top: 1px solid black; border-bottom: 3px double black;">-</p>
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#### Durham Regional Local Housing Corporation (DRLHC) - Property Management

<ul style="list-style-type: none"> <li>◆ Position Reclassification: 1 Assistant Property Manager to 1 Housing Program Coordinator to support an immediate need and assist in monitoring the delivery of Local Housing programs.</li> <li>◆ Increase in cross charges from DRLHC related to the position changes above.</li> </ul>	<p>7</p> <p style="border-top: 1px solid black;">(7)</p> <p style="border-top: 1px solid black; border-bottom: 3px double black;">-</p>
<b>Total Program Changes</b>	<b>321</b>



**2017 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.



**2017 Business Plan**

**Social Services - LTC & Services for Seniors**

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

**Strategic Goal B.5 - Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.**

**Key Deliverables**

**Responsibility - Lead**

- ◆ Advocate for an increase in the number of long-term care beds in the Region to meet the growing needs of seniors.
  - Meet with appropriate officials at LHIN/MOHLTC to gain further insight into the demand vs. supply of LTC beds in the Region and future intent re: building new LTC beds

**Strategic Goals**

<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



### 2017 Business Plan

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

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Divisional Administration					
Operating	874	875	904	261	1,165
Tangible Capital Assets	3	3	3	-	3
Divisional Administration					
Subtotal	877	878	907	261	1,168
2 Homemakers Services	6	20	20	-	20
<b>Net Program Expenses</b>	<b>883</b>	<b>898</b>	<b>927</b>	<b>261</b>	<b>1,188</b>

#### Summary of Increase (Decrease)

\$29
3.23%
\$290
32.29%

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	21	Economic increases
Operating Expenses	8	Interdepartmental Transfer - Social Assistance
	29	

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

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

(\$,000's)

### Divisional Administration

- ◆ Position Transfer: 1 Food Service Aide vacant position from Fairview Lodge. 63
- ◆ Position Reclassification: 1 Food Service Aide to a Training Specialist, required to coordinate and deliver general orientation and mandatory training to all divisional staff. 34
- ◆ Position Transfer: 1 Occupational Health Nurse (OHN) position from Fairview Lodge. The responsibility for disability management has been transferred to Corporate Services. The remaining duties have been combined into one position to support the division. 124
- ◆ Increase in Part-time hours required to fund secondments or temporary staff for short-term divisional projects. Upcoming projects include implementation of a enterprise scheduling software solution; implementation of a new electronic health record software for resident care; and implementation of electronic medication administration record. Each of these projects will require a dedicated project lead. 40

**Total Program Changes** 261

## PROGRAM SUMMARY



# 2017 Business Plan

## Social Services - LTC & Services For Seniors (Fairview Lodge)

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	12,995	12,515	12,890	171	13,061
2 Specialized Medical Services	54	54	54	-	54
3 Resident Care Program Support (RCPS)	1,480	1,457	1,490	(113)	1,377
4 Raw Food	924	968	987	-	987
5 Other Accommodation					
Administration	1,018	1,008	1,066	-	1,066
Debt Charges	1,020	1,020	1,020	-	1,020
Food Services	2,414	2,666	2,738	(48)	2,690
Environmental Services	3,967	3,942	4,257	111	4,368
Other Accommodation Subtotal	8,419	8,636	9,081	63	9,144
<b>Operating Subtotal</b>	<b>23,872</b>	<b>23,630</b>	<b>24,502</b>	<b>121</b>	<b>24,623</b>
<b>Tangible Capital Assets:</b>					
5 New - Other Accommodation	60	60	-	20	20
1 Replacement - NPC	-	-	20	-	20
3 Replacement - RCPS	10	10	-	-	-
5 Replacement - Other Accommodation	38	38	8	-	8
<b>Tangible Capital Assets Subtotal</b>	<b>108</b>	<b>108</b>	<b>28</b>	<b>20</b>	<b>48</b>
<b>Total Program Expenses</b>	<b>23,980</b>	<b>23,738</b>	<b>24,530</b>	<b>141</b>	<b>24,671</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(4,358)	(4,240)	(4,378)	-	(4,378)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(7,169)	(7,217)	(7,161)	(173)	(7,334)
2 Specialized Medical Services	(50)	(50)	(50)	-	(50)
3 Resident Care Program Support	(845)	(841)	(847)	(10)	(857)
4 Raw Food	(601)	(592)	(611)	(3)	(614)
5 Other Accommodation	(1,430)	(1,418)	(1,422)	(20)	(1,442)
<b>Provincial Subsidy Subtotal</b>	<b>(10,095)</b>	<b>(10,118)</b>	<b>(10,091)</b>	<b>(206)</b>	<b>(10,297)</b>

## PROGRAM SUMMARY

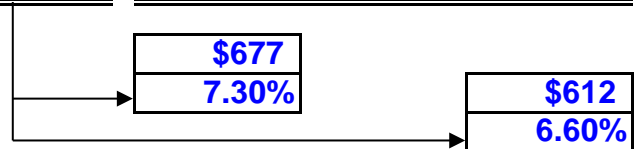


### 2017 Business Plan

### Social Services - LTC & Services For Seniors (Fairview Lodge)

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
3 Resident Care Program Support	(12)	(7)	(7)	-	(7)
4 Raw Food	(69)	(69)	(70)	-	(70)
5 Other Accommodation	(35)	(27)	(30)	-	(30)
<b>Other Revenue Subtotal</b>	<b>(116)</b>	<b>(103)</b>	<b>(107)</b>	<b>-</b>	<b>(107)</b>
<b>Total Revenue Programs</b>	<b>(14,569)</b>	<b>(14,461)</b>	<b>(14,576)</b>	<b>(206)</b>	<b>(14,782)</b>
<b>Net Program Expenses</b>	<b>9,411</b>	<b>9,277</b>	<b>9,954</b>	<b>(65)</b>	<b>9,889</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	582	Economic increases
Operating Expenses	296	Inflationary increases
Minor Assets & Equipment	(16)	Remove one-time items
Major Repairs & Renovations	10	Increased requirement
Tangible Capital Assets - New	(60)	Remove one-time items
Tangible Capital Assets - Replacement	(20)	Remove one-time items
Provincial Subsidy	27	Provincial funding formula
Revenue from Residents	(138)	Provincial funding formula
Other Revenue	(4)	Inflationary increases
	<b>677</b>	



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - LTC & Services For Seniors (Fairview Lodge)

(\$,000's)

#### Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> <li>◆ New Position: 1 Health Care Aide (HCA), effective January 1, 2017, to administer the Behavioural Supports Program. This position is contingent on new Provincial Behavioural Supports Ontario funding.</li> <li>◆ Position Transfer: 0.5 of Occupational Health Nurse from Lakeview Manor due to Divisional restructuring.</li> <li>◆ Increase Part-time hours for Health Care Aide (HCA) (0.4 FTE) to assist with behavioural supports.</li> <li>◆ Education &amp; Training: Increase in staff education for Gentle Persuasive Approaches (GPA) certification, leadership/skillset training for registered staff, wound care champion training and other training that is reflective of resident care needs. With the resident population of Long Term Care increasingly having dementia and responsive behaviours, there is a need to ensure that staff have the knowledge and skills to provide the best care possible for residents.</li> <li>◆ Education &amp; Training: Increase for training in behavioural supports, offset by one-time funding from Behavioural Supports Ontario.</li> </ul>	<p>70</p> <p>62</p> <p>27</p> <p>10</p> <p>2</p> <hr style="border: 0.5px solid black;"/> <p>171</p>
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#### Resident Care Program Support (RCPS)

##### **Therapy Services**

<ul style="list-style-type: none"> <li>◆ Program Supplies: Increase for Music Therapy and Art Therapy programs to stimulate and spark memories allowing residents to express themselves while improving the well being of all residents participating and especially those with dementia.</li> </ul>	<p>10</p>
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##### **Safety & Training**

<ul style="list-style-type: none"> <li>◆ Position Transfer: 1 Occupational Health Nurse to LTC Administration due to Divisional restructuring. This position will support all four Long Term Care Homes in the areas of new employee medicals, respirator fit testing, influenza vaccination management and wellness.</li> </ul>	<p>(123)</p> <hr style="border: 0.5px solid black;"/> <p>(113)</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - LTC & Services For Seniors (Fairview Lodge)

(\$,000's)

#### Other Accommodation

**Food Services**

◆ Position Transfer: 1 Food Service Aide to LTC Divisional Administration due to Divisional restructuring. The vacant Food Service Aide position will be reclassified to a Training Specialist to coordinate and deliver general orientation and mandatory training to all staff.	(63)
◆ Minor Assets & Equipment: Food Services Software.	15
Subtotal	(48)

**Environmental Services**

◆ Position Reclassification: 1 Housekeeping Aide to a Maintenance Worker 1 to more accurately reflect the duties performed.	3
◆ Telephones: Increase for new VoIP annual maintenance agreement.	13
◆ Maintenance Supplies: Increase for maintenance supplies such as HVAC filters and maintenance on equipment since warranties are expiring.	20
◆ Major Repairs & Renovations: Conversion to LED lights for energy efficiency.	75
Subtotal	111

63

#### Tangible Capital Assets

**New**

◆ Other Accommodation - Ontario Telemedical Network Equipment	20
	20

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - LTC & Services For Seniors (Fairview Lodge)

(\$,000's)

#### Revenues

##### Provincial Subsidy

##### **Nursing and Personal Care**

- ◆ Provincial Subsidy: Anticipated 2 per cent increase in per diem funding effective April 1, 2017. (101)
- ◆ Provincial Subsidy: Behavioural Supports Ontario subsidy effective January 1, 2017. (72)  
Includes one-time subsidy for Education & Training.

Subtotal (173)

##### **Resident Care Program Support**

- ◆ Provincial Subsidy: Anticipated 2 per cent increase in per diem funding effective April 1, 2017. (10)

##### **Raw Food**

- ◆ Provincial Subsidy: Anticipated 1 per cent increase in per diem funding effective July 1, 2017. (3)

##### **Other Accommodation**

- ◆ Provincial Subsidy: Anticipated 1 per cent increase in per diem funding effective July 1, 2017. (20)

(206)

**Total Program Changes** (65)

## PROGRAM SUMMARY



# 2017 Business Plan

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

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	17,626	17,092	17,761	420	18,181
2 Specialized Medical Services	102	102	125	-	125
3 Resident Care Program Support (RCPS)	1,523	1,546	1,590	(118)	1,472
4 Raw Food	1,700	1,717	1,751	-	1,751
5 Other Accommodation					
Administration	1,200	1,224	1,274	(82)	1,192
Debt Charges	835	835	835	-	835
Food Services	3,239	3,101	3,188	15	3,203
Environmental Services	5,477	5,409	5,535	74	5,609
Other Accommodation Subtotal	10,751	10,569	10,832	7	10,839
<b>Operating Subtotal</b>	<b>31,702</b>	<b>31,026</b>	<b>32,059</b>	<b>309</b>	<b>32,368</b>
<b>Tangible Capital Assets:</b>					
1 New - NPC	3	3	-	-	-
5 New - Other Accommodation	55	55	-	150	150
1 Replacement - NPC	151	151	121	-	121
3 Replacement - RCPS	-	-	10	-	10
5 Replacement - Other Accommodation	134	134	166	-	166
<b>Tangible Capital Assets Subtotal</b>	<b>343</b>	<b>343</b>	<b>297</b>	<b>150</b>	<b>447</b>
<b>Total Program Expenses</b>	<b>32,045</b>	<b>31,369</b>	<b>32,356</b>	<b>459</b>	<b>32,815</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(7,292)	(7,060)	(7,328)	-	(7,328)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(10,791)	(10,769)	(10,813)	(150)	(10,963)
2 Specialized Medical Services	(97)	(97)	(120)	-	(120)
3 Resident Care Program Support	(1,280)	(1,274)	(1,283)	(15)	(1,298)
4 Raw Food	(911)	(896)	(925)	(5)	(930)
5 Other Accommodation	(1,356)	(1,356)	(1,362)	(30)	(1,392)
<b>Provincial Subsidy Subtotal</b>	<b>(14,435)</b>	<b>(14,392)</b>	<b>(14,503)</b>	<b>(200)</b>	<b>(14,703)</b>

## PROGRAM SUMMARY

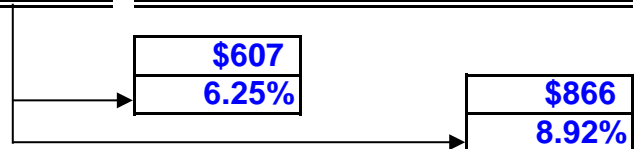


### 2017 Business Plan

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

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
1 Nursing and Personal Care	(6)	(6)	(6)	-	(6)
3 Resident Care Program Support	(7)	(5)	(7)	-	(7)
4 Raw Food	(136)	(141)	(143)	-	(143)
5 Other Accommodation	(57)	(52)	(49)	-	(49)
<b>Other Revenue Subtotal</b>	<b>(206)</b>	<b>(204)</b>	<b>(205)</b>	<b>-</b>	<b>(205)</b>
<b>Total Revenue Programs</b>	<b>(21,933)</b>	<b>(21,656)</b>	<b>(22,036)</b>	<b>(200)</b>	<b>(22,236)</b>
<b>Net Program Expenses</b>	<b>10,112</b>	<b>9,713</b>	<b>10,320</b>	<b>259</b>	<b>10,579</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	759	Economic increases
Salaries & Benefits	201	Annualization - 5 positions
Operating Expenses	160	Inflationary increases
Minor Assets & Equipment	(62)	Remove one-time items
Major Repairs & Renovations	(25)	Remove one-time item
Tangible Capital Assets - New	(58)	Remove one-time items
Tangible Capital Assets - Replacement	12	Increased requirement
Revenue from Residents	(268)	Provincial funding formula
Provincial Subsidy	(111)	Provincial funding formula
Other Revenue	(1)	Inflationary increases
	<b>607</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Nursing and Personal Care

<ul style="list-style-type: none"> <li>◆ New Positions: 5 Health Care Aides (HCA), effective July 1, 2017, 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 \$348k)</li> <li>◆ Position Transfer: 1 Clerk 2 from Other Accommodation to optimize resources. The position is required in Nursing Administration to help with inventory management, filing resident charts, and scheduling.</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 at that level. Additional hours will also enhance resident care and safety.</li> <li>◆ Minor Assets &amp; Equipment: Adapters to tie in the bed alarms to the call bells. The bed alarms sound off when residents attempt to get out of bed alone. The alarms are in place to ensure that staff react quickly to prevent falls with injury. By tying the two systems together, the alarm will go to the HCA phone rather than ringing loudly in the room which increases agitation and disturbs roommates and neighbours.</li> </ul>	<p>174</p> <p>75</p> <p>161</p> <p>10</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">420</p>
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#### Resident Care Program Support

##### **Recreation Services**

<ul style="list-style-type: none"> <li>◆ Position Transfer: 1 Recreation Programmer from Therapy Services to more accurately reflect the duties performed.</li> <li>◆ Statutory Holiday Premium: Increase to allow for Recreation Programmers to run recreational programs for residents on statutory holidays.</li> </ul>	<p>70</p> <p>5</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">Subtotal 75</p>
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##### **Therapy Services**

<ul style="list-style-type: none"> <li>◆ Position Reclassification and Transfer: 1 Adjuvant to a Recreation Programmer and transfer to Recreation Services to more accurately reflect the duties performed.</li> </ul>	<p>(70)</p>
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##### **Safety & Training**

<ul style="list-style-type: none"> <li>◆ Position Transfer: 1 Occupational Health Nurse, effective January 1, 2017, to Corporate Services-Human Resources to complete centralization of Disability Management.</li> </ul>	<p>(123)</p> <hr style="border: 0.5px solid black;"/> <p style="text-align: right;">(118)</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Other Accommodation

**Administration**

◆ Position Reclassification: 1 Senior Accounting Clerk to a Clerk 2 to more accurately reflect the duties performed.	(7)
◆ Position Transfer: 1 Clerk 2 to Nursing and Personal Care to optimize resources.	(75)
Subtotal	(82)

**Food Services**

◆ Minor Assets & Equipment: Food Services Software.	15
Subtotal	15

**Environmental Services**

◆ Telephones: Increase for new VoIP annual maintenance agreement.	14
◆ Cleaning & Laundry: Increase to reflect actual and projected expenditures.	45
◆ Minor Assets & Equipment: Maintenance services software program to track when repairs and preventative maintenance is required.	15
Subtotal	74

7

#### Tangible Capital Assets

**New**

◆ Other Accommodation - Tub room renovations	100
◆ Other Accommodation - Secured therapeutic garden for resident use	50
	150

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Revenues

##### Provincial Subsidy

##### **Nursing and Personal Care**

- ◆ Provincial Subsidy: Anticipated 2 per cent increase in per diem funding effective April 1, 2017. (150)

##### **Resident Care Program Support**

- ◆ Provincial Subsidy: Anticipated 2 per cent increase in per diem funding effective April 1, 2017. (15)

##### **Raw Food**

- ◆ Provincial Subsidy: Anticipated 1 per cent increase in per diem funding effective July 1, 2017. (5)

##### **Other Accommodation**

- ◆ Provincial Subsidy: Anticipated 1 per cent increase in per diem funding effective July 1, 2017. (30)

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(200)

**Total Program Changes** 259



## PROGRAM SUMMARY



# 2017 Business Plan

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

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	11,818	11,391	11,722	197	11,919
2 Specialized Medical Services	50	50	50	-	50
3 Resident Care Program Support (RCPS)	1,283	1,299	1,337	(123)	1,214
4 Raw Food	1,131	1,090	1,111	-	1,111
5 Other Accommodation					
Administration	1,036	1,050	1,078	-	1,078
Debt Charges	3,434	3,434	3,434	-	3,434
Food Services	2,298	2,427	2,493	15	2,508
Environmental Services	3,740	3,935	4,043	20	4,063
Other Accommodation Subtotal	10,508	10,846	11,048	35	11,083
<b>Operating Subtotal</b>	<b>24,790</b>	<b>24,676</b>	<b>25,268</b>	<b>109</b>	<b>25,377</b>
<b>Tangible Capital Assets:</b>					
5 New - Other Accommodation	125	125	45	560	605
1 Replacement - NPC	369	369	181	-	181
3 Replacement - RCPS	-	-	21	-	21
5 Replacement - Other Accommodation	259	259	31	-	31
<b>Tangible Capital Assets Subtotal</b>	<b>753</b>	<b>753</b>	<b>278</b>	<b>560</b>	<b>838</b>
<b>Total Program Expenses</b>	<b>25,543</b>	<b>25,429</b>	<b>25,546</b>	<b>669</b>	<b>26,215</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(4,536)	(4,459)	(4,577)	-	(4,577)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(7,051)	(7,085)	(7,047)	(184)	(7,231)
2 Specialized Medical Services	(47)	(47)	(47)	-	(47)
3 Resident Care Program Support	(853)	(849)	(856)	(10)	(866)
4 Raw Food	(607)	(598)	(617)	(3)	(620)
5 Other Accommodation	(927)	(921)	(918)	(20)	(938)
<b>Provincial Subsidy Subtotal</b>	<b>(9,485)</b>	<b>(9,500)</b>	<b>(9,485)</b>	<b>(217)</b>	<b>(9,702)</b>

## PROGRAM SUMMARY

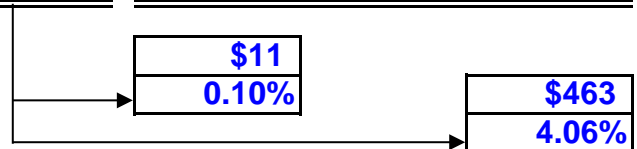


### 2017 Business Plan

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

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
1 Nursing and Personal Care	(7)	(4)	(4)	-	(4)
3 Resident Care Program Support	(4)	(4)	(4)	-	(4)
4 Raw Food	(33)	(21)	(21)	-	(21)
5 Other Accommodation	(33)	(30)	(33)	-	(33)
<b>Other Revenue Subtotal</b>	<b>(77)</b>	<b>(59)</b>	<b>(62)</b>	<b>-</b>	<b>(62)</b>
<b>Total Revenue Programs</b>	<b>(14,098)</b>	<b>(14,018)</b>	<b>(14,124)</b>	<b>(217)</b>	<b>(14,341)</b>
<b>Net Program Expenses</b>	<b>11,445</b>	<b>11,411</b>	<b>11,422</b>	<b>452</b>	<b>11,874</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	538	Economic increases
Operating Expenses	84	Inflationary increases
Minor Assets & Equipment	5	Increased requirement
Major Repairs & Renovations	(35)	Remove one-time items
Tangible Capital Assets - New	(80)	Remove one-time items
Tangible Capital Assets - Replacement	(395)	Remove one-time items
Revenue from Residents	(118)	Provincial funding formula
Provincial Subsidy	15	Provincial funding formula
Other Revenue	(3)	Inflationary increases
	<b>11</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Nursing and Personal Care

<ul style="list-style-type: none"> <li>◆ New Position: 1 Health Care Aide (HCA), effective July 1, 2017, to support the increased complexity of care of residents. (Annualized cost is \$70k)</li> <li>◆ New Position: 1 Registered Practical Nurse (RPN), effective January 1, 2017, to administer the Behavioural Supports Program. This position is contingent on new Provincial Behavioural Supports Ontario funding.</li> <li>◆ Increase Part-time hours for HCA (0.4 FTE) and Registered Practical Nurse (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>◆ One-time Education &amp; Training: Increase for training in behavioural supports, offset by one-time funding from Behavioural Supports Ontario.</li> <li>◆ Medical Supplies: Increase for slings required to transfer residents using mechanical lifts.</li> <li>◆ Medical Equipment: Increase for assistive devices and supplies to support the Restorative Care Program.</li> </ul>	<p>35</p> <p>83</p> <p>62</p> <p>2</p> <p>10</p> <p>5</p> <hr style="border: 0.5px solid black;"/> <p>197</p> <hr style="border: 0.5px solid black;"/>
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#### Resident Care Program Support

##### **Recreation Services**

<ul style="list-style-type: none"> <li>◆ Program Supplies: Reallocation from Safety &amp; Training program to reflect actual expenditures.</li> </ul>	<p>5</p> <hr style="border: 0.5px solid black;"/>
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##### **Safety & Training**

<ul style="list-style-type: none"> <li>◆ Position Transfer: 1 Occupational Health Nurse to Corporate Services-Human Resources to complete centralization of Disability Management.</li> <li>◆ Program Supplies: Reallocation to Recreation Services program to reflect actual expenditures.</li> </ul>	<p>(123)</p> <p>(5)</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal (128)</p> <hr style="border: 0.5px solid black;"/> <p>(123)</p> <hr style="border: 0.5px solid black;"/>
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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Other Accommodation

##### Food Services

- ◆ Minor Assets & Equipment: Food Services Software. 15

##### Environmental Services

- ◆ Minor Assets & Equipment: LED Exterior Lighting. 20

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35

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#### Tangible Capital Assets

##### New

- ◆ Other Accommodation - Telecommunications/Infrastructure Upgrades - Phase 2 of 3. (The total cost of the project is estimated at \$1,120k. Phase 3 is expected to cost \$560k and is proposed for 2018). The current system is an older system and parts and support are becoming obsolete. Phase 2 upgrades include IT infrastructure, Wifi, and telecommunications equipment. 500
- ◆ Other Accommodation - Building Automation System (BAS) Upgrade. 60

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560

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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

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

(\$,000's)

#### Revenues

##### **Provincial Subsidy**

##### **Nursing and Personal Care**

- ◆ Provincial Subsidy: Anticipated 2 per cent increase in per diem funding effective April 1, 2017. (99)
- ◆ Provincial Subsidy: Behavioural Supports Ontario subsidy effective January 1, 2017. Includes one-time subsidy for Education & Training. (85)

Subtotal           (184)

##### **Resident Care Program Support**

- ◆ Provincial Subsidy: Anticipated 2 per cent increase in per diem funding effective April 1, 2017. (10)

##### **Raw Food**

- ◆ Provincial Subsidy: Anticipated 1 per cent increase in per diem funding effective July 1, 2017. (3)

##### **Other Accommodation**

- ◆ Provincial Subsidy: Anticipated 1 per cent increase in per diem funding effective July 1, 2017. (20)

          (217)

**Total Program Changes**           **452**

## PROGRAM SUMMARY



# 2017 Business Plan

## Social Services - LTC & Services For Seniors (Lakeview Manor)

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Nursing and Personal Care (NPC)	8,789	8,873	9,095	191	9,286
2 Specialized Medical Services	45	45	45	-	45
3 Resident Care Program Support (RCPS)	1,414	1,406	1,438	(93)	1,345
4 Raw Food	697	721	736	-	736
5 Other Accommodation					
Administration	851	948	973	(88)	885
Debt Charges	2,593	2,593	2,593	-	2,593
Food Services	1,606	1,652	1,710	15	1,725
Environmental Services	3,077	2,878	2,960	15	2,975
Other Accommodation Subtotal	8,127	8,071	8,236	(58)	8,178
<b>Operating Subtotal</b>	<b>19,072</b>	<b>19,116</b>	<b>19,550</b>	<b>40</b>	<b>19,590</b>
<b>Tangible Capital Assets:</b>					
1 New - NPC	10	10	-	-	-
5 New - Other Accommodation	185	185	-	-	-
1 Replacement - NPC	169	169	10	-	10
5 Replacement - Other Accommodation	177	177	78	-	78
<b>Tangible Capital Assets Subtotal</b>	<b>541</b>	<b>541</b>	<b>88</b>	<b>-</b>	<b>88</b>
<b>Total Program Expenses</b>	<b>19,613</b>	<b>19,657</b>	<b>19,638</b>	<b>40</b>	<b>19,678</b>
<b>Revenue Programs</b>					
<b>Revenue:</b>					
5 Revenue From Residents	(3,155)	(3,046)	(3,178)	-	(3,178)
<b>Provincial Subsidy:</b>					
1 Nursing and Personal Care	(5,265)	(5,385)	(5,231)	(145)	(5,376)
2 Specialized Medical Services	(42)	(42)	(42)	-	(42)
3 Resident Care Program Support	(636)	(633)	(637)	(8)	(645)
4 Raw Food	(453)	(445)	(460)	(2)	(462)
5 Other Accommodation	(812)	(806)	(806)	(15)	(821)
<b>Provincial Subsidy Subtotal</b>	<b>(7,208)</b>	<b>(7,311)</b>	<b>(7,176)</b>	<b>(170)</b>	<b>(7,346)</b>

## PROGRAM SUMMARY



### 2017 Business Plan

### Social Services - LTC & Services For Seniors (Lakeview Manor)

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Other Revenue:</b>					
1 Nursing and Personal Care	(7)	-	-	-	-
3 Resident Care Program Support	(3)	(3)	(3)	-	(3)
4 Raw Food	(17)	(15)	(15)	-	(15)
5 Other Accommodation	(24)	(22)	(25)	-	(25)
<b>Other Revenue Subtotal</b>	<b>(51)</b>	<b>(40)</b>	<b>(43)</b>	<b>-</b>	<b>(43)</b>
<b>Total Revenue Programs</b>	<b>(10,414)</b>	<b>(10,397)</b>	<b>(10,397)</b>	<b>(170)</b>	<b>(10,567)</b>
<b>Net Program Expenses</b>	<b>9,199</b>	<b>9,260</b>	<b>9,241</b>	<b>(130)</b>	<b>9,111</b>

Summary of Increase (Decrease)

	<b>(\$19)</b>	
→	<b>-0.21%</b>	→
→	<b>(\$149)</b>	→
→	<b>-1.61%</b>	→

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	435	Economic increases
Operating Expenses	49	Inflationary increases
Minor Assets & Equipment	(50)	Remove one-time items
Tangible Capital Assets - New	(195)	Remove one-time items
Tangible Capital Assets - Replacement	(258)	Remove one-time items
Revenue from Residents	(132)	Provincial funding formula
Provincial Subsidy	135	Provincial funding formula
Other Revenue	(3)	Inflationary increases
	<b>(19)</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - LTC & Services For Seniors (Lakeview Manor)

(\$,000's)

#### Nursing and Personal Care

<ul style="list-style-type: none"> <li>◆ New Position: 1 Health Care Aide (HCA), effective January 1, 2017, to administer the Behavioural Supports Program. This position is contingent on new Provincial Behavioural Supports Ontario funding.</li> <li>◆ Position Transfer: 0.5 of Occupational Health Nurse from Resident Care Program Support due to Divisional restructuring.</li> <li>◆ Position Transfer: Part-time Clerk 2 from Other Accommodation to reflect actual costs as the duties of this position are to provide support to nursing.</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>◆ One-time Education &amp; Training: Increase for training in behavioural supports, offset by one-time funding from Behavioural Supports Ontario.</li> </ul>	<p>70</p> <p>62</p> <p>29</p> <p>28</p> <p>2</p> <hr style="border: 0.5px solid black;"/> <p>191</p>
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#### Resident Care Program Support

##### **Recreation Services**

<ul style="list-style-type: none"> <li>◆ Increase in Part-time hours (\$11k) and Statutory Holiday Premium (\$5k) for Recreation Programmer to allow for delivery of recreational programs for residents on statutory holidays. This initiative will bring Lakeview Manor into line with other private sector homes in the Region that offer consistent programming 365 days per year.</li> <li>◆ Program Supplies: Increase supplies for evening recreational programs.</li> </ul>	<p>16</p> <p>3</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal 19</p>
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##### **Therapy Services**

<ul style="list-style-type: none"> <li>◆ Increase in Part-time hours for Adjuvant (0.3 FTE) required for Restorative Care Program. This program is key to providing well rounded care and has a direct impact on the CMI (Case Mix Index) and funding.</li> <li>◆ Purchased Services: Reduction to reflect actual expenditures.</li> </ul>	<p>23</p> <p>(11)</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal 12</p>
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##### **Safety & Training**

<ul style="list-style-type: none"> <li>◆ Position Transfer: 0.5 of Occupational Health Nurse to Nursing and Personal Care due to Divisional restructuring.</li> <li>◆ Position Transfer: 0.5 of Occupational Health Nurse to Fairview Lodge - Nursing and Personal Care, due to Divisional restructuring.</li> </ul>	<p>(62)</p> <p>(62)</p> <hr style="border: 0.5px solid black;"/> <p>Subtotal (124)</p> <hr style="border: 0.5px solid black;"/> <p>(93)</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - LTC & Services For Seniors (Lakeview Manor)

(\$,000's)

#### Other Accommodation

##### Administration

- ◆ Position Reclassification: Assistant Administrator to a Supervisor of Business Services to more accurately reflect the duties performed. (59)
  - ◆ Position Transfer: Part-time Clerk 2 to Nursing and Personal Care. (29)
- Subtotal           (88)

##### Food Services

- ◆ Minor Assets & Equipment: Food Services Software. 15
- Subtotal           15

##### Environmental Services

- ◆ Minor Assets & Equipment: LED Lighting for energy efficiency. 5
  - ◆ Major Repairs & Renovations: Flooring. 10
- Subtotal           15

          (58)

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Social Services - LTC & Services For Seniors (Lakeview Manor)

(\$,000's)

#### Revenues

**Provincial Subsidy**

**Nursing and Personal Care**

- ◆ Provincial Subsidy: Anticipated 2 per cent increase in per diem funding effective April 1, 2017. (73)
- ◆ Provincial Subsidy: Behavioural Supports Ontario subsidy effective January 1, 2017. Includes one-time subsidy for Education & Training (-\$5k). (72)

Subtotal                      (145)

**Resident Care Program Support**

- ◆ Provincial Subsidy: Anticipated 2 per cent increase in per diem funding effective April 1, 2017. (8)

**Raw Food**

- ◆ Provincial Subsidy: Anticipated 1 per cent increase in per diem funding effective July 1, 2017. (2)

**Other Accommodation**

- ◆ Provincial Subsidy: Anticipated 1 per cent increase in per diem funding effective July 1, 2017. (15)

                     (170)

**Total Program Changes**                      **(130)**

## PROGRAM SUMMARY

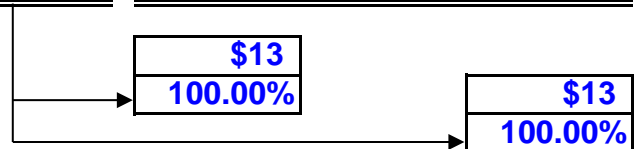


### 2017 Business Plan

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

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense/Revenue Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Adult Day Program	819	785	805	-	805
1 Contribution from Province	(663)	(663)	(670)	-	(670)
1 Revenue - Other	(103)	(109)	(109)	-	(109)
<b>Net Program Expenses</b>	<b>53</b>	<b>13</b>	<b>26</b>	<b>-</b>	<b>26</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	18	Economic increases
Operating Expenses	2	Inflationary increases
Subsidy	(7)	Provincial funding formula
	<b>13</b>	



2017 Business Plan

Planning

Major Services & Activities

Policy Formulation & Administration

- ◆ Monitoring performance of Regional Official Plan (ROP) policy, through reports on Regional Growth Management, building activities, development and growth trends.
- ◆ Providing medium and long-term service planning to Durham Region Transit.
- ◆ Promoting sustainable mobility opportunities in Durham by advancing the Smart Commute Durham initiative.
- ◆ Collaborating with the Works, Finance and Health Departments to implement the Regional Cycling Plan, including implementation of the Cycling Communication Plan.
- ◆ Partnering with the Works Department to complete the update of the Transportation Master Plan.
- ◆ Initiating an Official Plan Amendment process to incorporate relevant recommendations of the Transportation Master Plan.
- ◆ Proceed with Comprehensive Review of the ROP to implement approved Provincial Plans (e.g. Greenbelt Plan, Oak Ridges Moraine Conservation Plan and Growth Plan).
- ◆ Collaborating with the Finance and Works Departments to update Development Charges By-laws.

Plans Approval & Review

- ◆ Administering Regional responsibilities for approval of local official plans, non-exempt local plan amendments, non-delegated plans of subdivision/condominium and part lot control exemption by-laws.
- ◆ Making recommendations to Committee of the Whole on the disposition of applications to amend the Regional Official Plan.
- ◆ Providing Regional comments to local municipalities on planning and development applications.
- ◆ Providing Regional comments on locally-initiated secondary plans and local official plan review processes.
- ◆ Administering the legislated responsibilities for the approval of consents by supporting the activities of the Land Division Committee.
- ◆ Completing transportation analyses as required to fulfill the "Needs and Justification" phases of the Environmental Assessment undertakings for Regional road widening and expansion projects.
- ◆ Providing expert planning advice before the Ontario Municipal Board, other quasi-judicial tribunals and the courts on planning matters.



2017 Business Plan

Planning

Major Services & Activities (Continued)

Planning Advisory & Information Services

- ◆ Supporting and administering the activities of the Durham Environmental Advisory Committee, Durham Agricultural Advisory Committee, and Durham Trails Coordinating Committee.
- ◆ Partnering with the Province and other Greater Toronto and Hamilton Area (GTHA) Regions on transportation initiatives (Travel Time Study, Travel Modelling Group, Transportation Tomorrow Survey, Census Place of Work etc.).
- ◆ Responding to Provincial planning related matters (e.g. Final Amendments to the Greenbelt Plan, Oak Ridges Moraine Conservation Plan and Growth Plan).
- ◆ 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 update, Highway 401 widening and Highway 407 East Implementation).
- ◆ Collaborating with other Departments on Source Water Protection and Great Lakes Protection initiatives.

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

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

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> <li>◆ Update the Transportation Master Plan 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.

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

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

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



**2017 Business Plan**

**Planning**

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Develop strategic measures and infrastructure to support integrated mobility throughout the Region.

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

**Key Deliverables**

**Responsibility - Co-Lead**

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

**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.4</b>	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
<b>B.5</b>	Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.	
<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



### 2017 Business Plan

### Planning

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Policy and Special Studies	1,055	1,215	1,268	89	1,357
2 Transportation Planning	954	1,117	1,152	(41)	1,111
3 Plan Implementation	1,267	1,328	1,367	(124)	1,243
4 Land Division	189	190	196	2	198
5 Executive	504	405	419	1	420
6 Administration and Support Services	1,153	1,225	1,261	24	1,285
7 Citizen Advisory Committees	27	34	34	-	34
Headquarters Shared Cost	404	404	412	-	412
<b>Operating Subtotal</b>	<b>5,553</b>	<b>5,918</b>	<b>6,109</b>	<b>(49)</b>	<b>6,060</b>
<b>Tangible Capital Assets:</b>					
8 Replacement	51	51	20	18	38
<b>Tangible Capital Assets Subtotal</b>	<b>51</b>	<b>51</b>	<b>20</b>	<b>18</b>	<b>38</b>
<b>Total Program Expenses</b>	<b>5,604</b>	<b>5,969</b>	<b>6,129</b>	<b>(31)</b>	<b>6,098</b>
<b>Revenue Programs</b>					
2 Transportation Planning	(48)	(104)	(104)	-	(104)
6 Administration and Support Services	(1)	(1)	(1)	-	(1)
9 Application and Approval	(518)	(470)	(470)	(33)	(503)
<b>Total Revenue Programs</b>	<b>(567)</b>	<b>(575)</b>	<b>(575)</b>	<b>(33)</b>	<b>(608)</b>
<b>Net Program Expenses</b>	<b>5,037</b>	<b>5,394</b>	<b>5,554</b>	<b>(64)</b>	<b>5,490</b>

**Summary of Increase (Decrease)**

	\$160	
	2.97%	
		\$96
		1.78%



**2017 Business Plan**

**Planning**

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	177	Economic increases
Salaries & Benefits	15	Position reclassification
Operating Expenses	8	Headquarters shared cost
Tangible Capital Assets - Replacement	(31)	Remove one-time items
Recovery from Transit	(9)	Economic increase
	<u>160</u>	



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Planning

(\$,000's)

#### Policy and Special Studies

♦ Reallocation of Salaries and Benefits for Director of Planning position to Plan Implementation Division. (0.17 FTE)	(36)
♦ Increase in Salaries and Benefits (\$196k) and Memberships and Dues (\$1k) due to transfer of vacant Director of Current Planning position from Plan Implementation Division. (1.00 FTE)	197
♦ Decrease in Salaries and Benefits due to conversion of Director of Current Planning position to a Senior Planner position.	(72)
	89

#### Transportation Planning

♦ Reallocation of Salaries and Benefits for Director of Planning position to Plan Implementation Division. (0.17 FTE)	(36)
♦ Net decrease in expenses for the 2017 Transportation Studies, specifically, increases for Smart Commute Durham (\$10k), Cycling Communications (\$15k), Walking Network Database (\$12k), offset by decreases for Cordon Count (-\$35k) and Data Consortium (-\$7k).	(5)
	(41)

#### Plan Implementation

♦ Reallocation of Salaries and Benefits for Director of Planning position from Policy and Special Studies and Transportation Planning Divisions. (0.34 FTE)	73
♦ Decrease in Salaries and Benefits (\$196k) and Memberships and Dues (\$1k) due to transfer of vacant Director of Current Planning position to Policy and Special Studies Division. (1.00 FTE)	(197)
	(124)

#### Land Division

♦ Establish Overtime for Land Division employees based on 2016 actuals and forecasted requirements.	2
	2

#### Executive

♦ Increase in Memberships & Dues for participation on Pragma Council.	1
	1

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Planning

	(\$,000's)
<b>Administration and Support Services</b>	
◆ Increase in Temporary Salary and Benefits for co-op students in spring and fall terms. (Currently in summer term only.)	20
◆ Establish Overtime for Administration and Support Services employees based on 2016 actuals and forecasted requirements.	2
◆ Adjustments to reflect actual costs and forecasted requirements in various accounts.	2
	24
<b>Tangible Capital Assets</b>	
<b>Replacement:</b>	
◆ Tablets	18
	18
<b>Revenue Programs</b>	
◆ Increase in revenue from Application and Approval fees based on fee changes and projected volumes.	(33)
	(33)
<b>Total Program Changes</b>	<b>(64)</b>



**2017 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: Energy & Clean Technology; Advanced Manufacturing; Agri-Business and Digital Technologies.
- ◆ 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, including updating the website.
- ◆ Collect and maintain data and related statistics.

**Tourism**

- ◆ Develop new Tourism branding and website.
- ◆ Create and distribute the annual Discovery Guide, Trails Map and other publications.
- ◆ Continue to provide programs that lead to the implementation of tourism strategies with the end result of attracting more visitors to Durham Region.
- ◆ Continue to implement the Sports Tourism Strategy and Action Plan.
- ◆ Continue to implement the Culinary Action Plan.
- ◆ Develop the Tourism Excellence Awards to recognize industry achievement in Durham Region.

**Business Advisory Centre Durham (BACD)**

- ◆ Provide business start-up and development support for entrepreneurs, and small and medium sized enterprises.
- ◆ Participate and provide advisory services to the Board of Directors.

**Rural and Agriculture**

- ◆ Continue to implement the 2013-2018 Agriculture Strategy including the Agri-Food workplan.
- ◆ Assist in the implementation of the 2013-2018 Vibrant North Durham Economic Development Plan.
- ◆ Continue to support Rural communities through Business Retention and Expansion (BR+E) studies, First Impressions Community Exchange (FICE), and downtown revitalization projects.
- ◆ Provide Education Outreach on the importance of activities in Rural Durham.



**2017 Business Plan**

**Economic Development & Tourism**

**Major Services & Activities (Continued)**

**Strategic Initiatives**

- ◆ Support and assist in the development and growth of identified economic sectors in Durham Region.
- ◆ 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.

**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 new 2017-2021 Economic Development Strategy and the related Communication and Messaging Strategy.</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>	



**2017 Business Plan**

**Economic Development & Tourism**

**Strategic Goal A.3 - Promote and actively capitalize on opportunities to make Durham Region a premier destination that attracts and retains entrepreneurs, innovators, visitors and residents.**

**Key Deliverables**

**Responsibility - Lead**

- ◆ Develop and implement the 2017-2021 Tourism Strategy.
- ◆ Continue to participate in and support Spark Centre and Business Advisory Centre Durham to promote attraction and growth of entrepreneurs and innovation.
- ◆ Continue to develop and deliver the Soft Landing Program to attract international start-ups to Durham.
- ◆ Promote Durham Region as a Smart Energy sector leader and "Ontario's Energy Capital".
- ◆ Promote Durham Region as an ideal Film location.
- ◆ Promote, support, and facilitate continued development of Durham Region as a premier sport tourism destination.

**Strategic Goal A.4 - Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system security.**

**Key Deliverables**

**Responsibility - Lead**

- ◆ Continue to implement the Region of Durham Agricultural Strategy 2013 - 2018.
- ◆ Continue to support and promote innovative agricultural programs through partnership with post-secondary institutions.
- ◆ Continue to support the activities of the Durham Agriculture Advisory Committee (DAAC).
- ◆ Implement the Culinary Strategy to promote the local food market.

**Strategic Goal A.5 - Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.**

**Key Deliverables**

**Responsibility - Lead**

- ◆ Work with post-secondary institutions to promote, develop and support centres of excellence (e.g. Automotive Centre of Excellence, energy from waste, nuclear energy) as opportunities for training and innovation.
- ◆ Research, identify and develop new energy projects with community stakeholders.
- ◆ Continue to support the initiatives of the Spark Centre.

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

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Actively promote the trail network.
- ◆ Distribute Trail Guides and Durham Cycle Tour maps.
- ◆ Promote outdoor recreation opportunities and healthy workforce programs in Durham Region.



**2017 Business Plan**

**Economic Development & Tourism**

**Strategic Goal B.7 - Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.**

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Continue to support and facilitate local cultural festivals and events.
- ◆ Continue to provide support for stakeholders promoting culture, heritage, and the arts in Durham.

**Strategic Goals**

<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

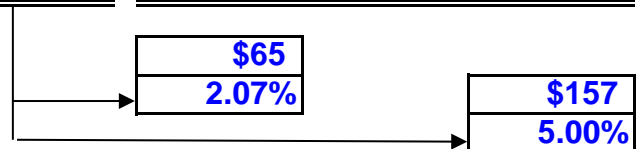


### 2017 Business Plan

### Economic Development & Tourism

By Program	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	589	596	612	(20)	592
2 Business Development	486	575	583	(15)	568
3 Tourism	570	728	745	65	810
4(a) Business Advisory Centre Durham (BACD)	140	140	140	20	160
4(b) Facilities - Garden Street (BACD)	69	72	72	-	72
Subtotal BACD	209	212	212	20	232
5 Rural and Agriculture	411	473	484	(23)	461
6 Community Promotion Resource	20	25	25	-	25
7 Strategic Initiatives Headquarters Shared Cost	483	500	508	64	572
	106	106	109	-	109
<b>Operating Subtotal</b>	2,874	3,215	3,278	91	3,369
<b>Tangible Capital Assets:</b>					
8 Replacement	5	5	7	-	7
<b>Tangible Capital Assets Subtotal</b>	5	5	7	-	7
<b>Total Program Expenses</b>	<b>2,879</b>	<b>3,220</b>	<b>3,285</b>	<b>91</b>	<b>3,376</b>
<b>Revenue Programs</b>					
2 Business Development	(30)	(30)	(30)	-	(30)
3 Tourism	(50)	(51)	(51)	1	(50)
<b>Total Revenue Programs</b>	<b>(80)</b>	<b>(81)</b>	<b>(81)</b>	<b>1</b>	<b>(80)</b>
<b>Net Program Expenses</b>	<b>2,799</b>	<b>3,139</b>	<b>3,204</b>	<b>92</b>	<b>3,296</b>

Summary of Increase (Decrease)



**PROGRAM SUMMARY**



**2017 Business Plan**

**Economic Development & Tourism**

**Summary of Base Budget Changes**

	<u>\$</u>	<u>Comments</u>
Salaries & Benefits	51	Economic increases
Salaries & Benefits	6	Annualization - 1 position
Operating Expenses	3	Inflationary increases
Operating Expenses	3	Headquarters shared cost
Tangible Capital Assets - Replacement	<u>2</u>	Increased requirement
	<u>65</u>	



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Administration

- |   |      |
|---|------|
| ♦ Decrease in Advertising based on 2016 actual expense and forecasted requirements.           | (5)  |
| ♦ Decrease in Professional, Technical and Consulting to reallocate funds to other priorities. | (15) |
|   | (20) |

#### Business Development

- |  |      |
|--|------|
| ♦ Decrease in Memberships and Dues based on 2016 spending and forecasted requirements.   | (4)  |
| ♦ Decrease in Trade Shows (-\$10k) and Community Relations (-\$1k) to reallocate funds to new 2017 initiatives in other Divisions. | (11) |
|  | (15) |

#### Tourism

- |  |      |
|--|------|
| ♦ Decreases in Miscellaneous Program Services (-\$5k) and Professional, Technical and Consulting (-\$10k) to reflect forecasted requirements.  | (15) |
| ♦ Increase in Printing and Reproduction (\$40k) and Professional, Technical and Consulting (\$6k) to reflect actual spending and the translation and production of a Mandarin Discovery Guide.                               | 46   |
| ♦ Reallocation of \$34k in funding from Economic Development Tourism Strategy to Cycling Tourism (\$17k) and Trails Tourism (\$17k).   | -    |
| ♦ Adjustments to Sport Tourism Program: Increase in Purchased Services (\$47k) to support new Sport Durham Bid Fund partially offset by reductions in other expenses and reallocation from Tourism General program (-\$13k). | 34   |
| ♦ Decrease in Culinary Tourism Program: Community Relations (-\$1k) and Purchased Services (-\$1k) to reallocate funds to other priorities.  | (2)  |
| ♦ Net increase to Tourism Excellence Awards (formerly the Art of Transition Creative Awards) including decrease in Advertising (-\$1k) and increase in Purchased Services (\$3k).  | 2    |
|  | 65   |

#### Business Advisory Centre Durham

- |   |    |
|---|----|
| ♦ Increase in funding to BACD to offset the removal of the one-time provincial funding provided in 2015/2016 for the new staff position included in the Region's 2015 Business Plan and Budget. | 20 |
|   | 20 |

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Economic Development & Tourism

(\$,000's)

#### Rural and Agriculture

♦ Increase in Conferences to reflect forecasted requirements for 2017.	1
♦ Decreases in Trade Shows (-\$4k), Community Relations (-\$4k), Miscellaneous Program Services (-\$2k) and Payments to Outside Agencies (-\$3k) to reallocate appropriate funds for new 2017 programming in other Divisions.	(13)
♦ Decrease in Professional, Technical and Consulting to reflect 2017 projected spending.	(11)
	(23)

#### Strategic Initiatives

♦ One-time increase in Advertising to support a one year campaign resulting from the recommendations of the new Economic Development Strategy which includes a communication plan to the Toronto realtor/developer sector as well as the local Durham audience.	80
♦ Adjustments to reflect actual costs and forecasted requirements in various accounts.	(3)
♦ Film Sector: Offsetting increase to Printing and Reproduction (\$13k) for new Durham Region Film Guide and decrease to Advertising (-\$13k). Decrease in Payments to Outside Agencies to support changes in strategic programming (-\$30k).	(30)
♦ Decrease in Payments to Outside Agencies partially due to the cancellation of the Durham Strategic Energy Alliance (DSEA) program (-\$25k).	(30)
♦ Increase in Professional, Technical and Consulting to support the development of foreign language micro-websites for larger markets (China, Germany, Brazil) and increase the mobile-friendliness of www.investdurham.ca website.	47
	64

#### Revenue Programs

♦ Decrease in Tourism revenue.	1
	1

<b>Total Program Changes</b>	<b>92</b>
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# PROGRAM SUMMARY



## 2017 Business Plan

## Regional Council

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Regional Council	2,168	2,232	2,267	-	2,267
Headquarters Shared Cost	185	185	189	-	189
<b>Operating Subtotal</b>	<b>2,353</b>	<b>2,417</b>	<b>2,456</b>	<b>-</b>	<b>2,456</b>
<b>Tangible Capital Assets:</b>					
New	73	73	-	-	-
<b>Tangible Capital Assets Subtotal</b>	<b>73</b>	<b>73</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Program Expenses</b>	<b>2,426</b>	<b>2,490</b>	<b>2,456</b>	<b>-</b>	<b>2,456</b>

Summary of Increase (Decrease)

(\$34)
-1.37%
(\$34)
-1.37%

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	35	Economic increases
Operating Expenses	4	Headquarters shared cost
Tangible Capital Assets - New	<u>(73)</u>	Remove one-time item
	<u>(34)</u>	

## PROGRAM SUMMARY



### 2017 Business Plan

### Regional Chair's Office

By Program	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Regional Chair's Office	751	871	893	-	893
Headquarters Shared Cost	64	64	65	-	65
<b>Operating Subtotal</b>	<b>815</b>	<b>935</b>	<b>958</b>	<b>-</b>	<b>958</b>
<b>Tangible Capital Assets:</b>					
2 Replacement	6	6	6	-	6
<b>Tangible Capital Assets Subtotal</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>-</b>	<b>6</b>
<b>Net Program Expenses</b>	<b>821</b>	<b>941</b>	<b>964</b>	<b>-</b>	<b>964</b>

Summary of Increase (Decrease)

\$23	2.44%	\$23	2.44%
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### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	22	Economic increases
Operating Expenses	1	Headquarters shared cost
	<b>23</b>	



**2017 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.).



**2017 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 goals where the Department has the lead or co-lead responsibility.**

**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>◆ Continue to advocate for the development of Pickering airport lands.</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>◆ Develop an age-friendly strategy.</li> </ul>	

**Strategic Goal B.7 - Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.**

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop strategies to address findings from staff diversity survey.</li> <li>◆ Develop policy regarding use of Regional Headquarters for cultural celebrations and art shows.</li> <li>◆ Increase staff knowledge around Aboriginal events and promote community Aboriginal events.</li> </ul>	



**2017 Business Plan**

**Chief Administrative Officer**

**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>◆ Approve and begin implementing the Regional elements of 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>◆ Coordinate a Durham Region Community Energy Plan (CEP) in collaboration with local municipalities and utilities.</li> <li>◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.</li> </ul>	

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

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



**2017 Business Plan**

**Chief Administrative Officer**

**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>◆ Develop an internal customer service strategy.</li> <li>◆ Develop a new external website and internal Intranet site.</li> <li>◆ Increase the opportunities for Regional employees to learn about all Regional programs and services.</li> </ul>	

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

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

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Develop a Corporate Diversity Strategy and implement its recommendations.</li> </ul>	

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

<b>Key Deliverables</b>	<b>Responsibility - Lead</b>
<ul style="list-style-type: none"> <li>◆ Encourage a culture of creativity and innovation across all departments.</li> <li>◆ Build innovation into our work planning processes.</li> <li>◆ Create an effective interdepartmental forum for capturing innovation, research and best practices.</li> </ul>	

**Strategic Goals**

<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

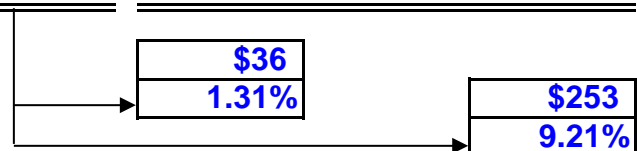


### 2017 Business Plan

### Chief Administrative Officer

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Chief Administrative Officer	882	908	935	-	935
2 Corporate Communications	1,110	1,216	1,251	114	1,365
3 Accessibility Implementation	163	178	142	100	242
4 Roundtable on Climate Change	299	330	338	-	338
Headquarters Shared Cost	90	90	91	-	91
<b>Operating Subtotal</b>	<b>2,544</b>	<b>2,722</b>	<b>2,757</b>	<b>214</b>	<b>2,971</b>
<b>Tangible Capital Assets:</b>					
5 New	9	9	-	3	3
6 Replacement	17	17	27	-	27
<b>Tangible Capital Assets Subtotal</b>	<b>26</b>	<b>26</b>	<b>27</b>	<b>3</b>	<b>30</b>
<b>Net Program Expenses</b>	<b>2,570</b>	<b>2,748</b>	<b>2,784</b>	<b>217</b>	<b>3,001</b>

#### Summary of Increase (Decrease)



#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	74	Economic increases
Salaries & Benefits	6	Annualization - 1 position (Net)
Salaries & Benefits	(40)	One time - Accessibility Training
Operating Expenses	1	Headquarters shared cost
Minor Assets & Equipment	2	Increased requirements
Tangible Capital Assets - New	(9)	Remove one-time items
Tangible Capital Assets - Replacement	10	Increased requirements
Increase in Inter-Departmental Recoveries	(7)	Water/Sewer/Waste as a result of economic increases
Operating Expenses	(38)	One time - Age Friendly Community Plan
Provincial Subsidy	37	One time - Age Friendly Community Plan
	<b>36</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Chief Administrative Officer

(\$,000's)

#### Corporate Communications

<ul style="list-style-type: none"> <li>◆ New Position: 1 Social Media, Public Engagement &amp; Special Projects Manager, effective July 1, 2017, to oversee the Region's social media strategy and activities, increase community engagement and related special projects. (Annualized cost \$136k)</li> <li>◆ Standby pay due to increased requirement for Communications staff to be available outside of normal working hours.</li> <li>◆ Increase in Temporary Salaries &amp; Benefits for Communications Coordinator, effective July 1, 2017 to December 31, 2017 to help support increased communications activities, including communication plans and materials development/implementation.</li> </ul>	<p>68</p> <p>2</p> <p>44</p> <hr style="border: 0.5px solid black;"/> <p>114</p>
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#### Accessibility Implementation

<ul style="list-style-type: none"> <li>◆ One-time increase in Temporary Salary and Benefits to provide resources required for corporate-wide accessibility training.</li> </ul>	<p>100</p> <hr style="border: 0.5px solid black;"/> <p>100</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>3</p> <hr style="border: 0.5px solid black;"/> <p>3</p>
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<b>Total Program Changes</b>	<hr style="border: 0.5px solid black;"/> <p><b>217</b></p>
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2017 Business Plan

Corporate Services -  
Legal Services

Major Services & Activities

Legal Services

- ◆ Provide high quality legal advice and representation to the Region of Durham in a timely and cost effective manner.
- ◆ Acts as solicitor in all property matters and transactions.
- ◆ Oversee the appointment and functioning of outside counsel and their work.
- ◆ Appear as counsel before courts of civil jurisdiction, provincial offences court and a wide variety of boards and tribunals.
- ◆ Assist in the preparation and approval of agreements and contracts.
- ◆ Initiate civil proceedings.
- ◆ Undertake the defence of claims on behalf of the Durham Insurance Pool.
- ◆ Keep abreast of changes and developments in the law affecting our clients.

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

Strategic Goals	
Responsibility - Support	
Goal	Description
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



### 2017 Business Plan

### Corporate Services - Legal Services

By Program	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Legal Administration	2,287	2,325	2,400	-	2,400
Headquarters Shared Cost	99	99	101	-	101
<b>Operating Subtotal</b>	<b>2,386</b>	<b>2,424</b>	<b>2,501</b>	<b>-</b>	<b>2,501</b>
<b>Tangible Capital Assets:</b>					
2 Replacement	11	11	13	-	13
<b>Tangible Capital Assets Subtotal</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>-</b>	<b>13</b>
<b>Total Program Expenses</b>	<b>2,397</b>	<b>2,435</b>	<b>2,514</b>	<b>-</b>	<b>2,514</b>
<b>Revenue Programs</b>					
Land Registration	(15)	(21)	(21)	-	(21)
Development Agreements	(90)	(90)	(90)	-	(90)
Social Housing Services	(30)	(30)	(30)	-	(30)
Insurance Pool Services	-	(30)	(30)	-	(30)
Durham Non-Profit					
Housing Services	(25)	(25)	(25)	-	(25)
Durham Region Transit	(85)	(85)	(85)	-	(85)
<b>Total Revenue Programs</b>	<b>(245)</b>	<b>(281)</b>	<b>(281)</b>	<b>-</b>	<b>(281)</b>
<b>Net Program Expenses</b>	<b>2,152</b>	<b>2,154</b>	<b>2,233</b>	<b>-</b>	<b>2,233</b>

Summary of Increase (Decrease)

<b>\$79</b>
<b>3.67%</b>

<b>\$79</b>
<b>3.67%</b>

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	75	Economic increases
Tangible Capital Assets - Replacement	2	Increased requirement
Operating Expenses	2	Headquarters shared cost
	<b>79</b>	



**2017 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.



**2017 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



# 2017 Business Plan

## Corporate Services - Legal Services - Provincial Offences Act

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	3,400	3,803	3,959	(24)	3,935
2 Prosecution	1,020	1,126	1,165	-	1,165
3 Default Fines Collection	949	949	949	-	949
4 French Language Services	-	-	-	-	-
Headquarters Shared Cost	905	905	923	-	923
<b>Operating Subtotal</b>	<b>6,274</b>	<b>6,783</b>	<b>6,996</b>	<b>(24)</b>	<b>6,972</b>
<b>Tangible Capital Assets:</b>					
5 New	34	34	-	5	5
6 Replacement	-	-	3	-	3
<b>Tangible Capital Assets Subtotal</b>	<b>34</b>	<b>34</b>	<b>3</b>	<b>5</b>	<b>8</b>
<b>Total Program Expenses</b>	<b>6,308</b>	<b>6,817</b>	<b>6,999</b>	<b>(19)</b>	<b>6,980</b>
<b>Revenue Programs</b>					
Revenues from POA Fines	(7,330)	(7,820)	(7,820)	520	(7,300)
<b>Total Revenue Programs</b>	<b>(7,330)</b>	<b>(7,820)</b>	<b>(7,820)</b>	<b>520</b>	<b>(7,300)</b>
<b>Net Program Expenses</b>	<b>(1,022)</b>	<b>(1,003)</b>	<b>(821)</b>	<b>501</b>	<b>(320)</b>
Municipal Share (60%)	(613)	(602)	(493)	301	(192)
Regional Share (40%)	(409)	(401)	(328)	200	(128)
<b>Summary of Increase (Decrease)</b>			<b>\$182</b>		<b>\$683</b>
			<b>18.15%</b>		<b>68.10%</b>

### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	123	Economic increases
Salaries & Benefits	78	Job reclassifications (11 positions)
Operating Expenses	18	Headquarters shared cost
Inter-departmental charges	1	Economic increase
Tangible Capital Assets - New	(34)	Remove one-time items
Tangible Capital Assets - Replacement	3	Increased requirement
Revenues	(7)	Provincial Subsidy - French Language
	<b>182</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Corporate Services - Legal Services - Provincial Offences Act

(\$,000's)

#### Administration

♦ Position Transfer: 0.15 of the Manager, Court Services to French Language Services to reflect a transfer of responsibility.	(24)
	(24)

#### French Language Services

♦ Position Transfer: 0.15 of the Manager, Court Services from Administration.	24
♦ Increase in Corporate Support Cost to reflect services provided.	4
♦ Increase in Provincial/Federal subsidies.	(28)
	-

#### Tangible Capital Assets

**New:**

♦ Refer to TCA New Schedule for details.	5
	5

#### Revenue Program

♦ Projected decrease in Fine Revenue to align with 2016 actuals.	520
	520

	<b>501</b>
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**2017 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, whereby 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.
- ◆ Provide labour relations and Human Resources related legal advice and services.

**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.
- ◆ Conduct recruitment activities for up to 500 vacancies per year and provide training.

**Organization and Employee Services**

- ◆ Provide ongoing benefits and pensions, compensation, health and safety and wellness, workplace safety and insurance and disability management, Human Resources information system and learning and organization development services to the organization and its employees in order to meet legislative and organizational requirements.
- ◆ Ensure a healthy, safe, supportive, effective workplace and competitive employment practices and reward systems.
- ◆ Promote and enhance performance and succession management, as well as leadership and staff development.
- ◆ Provide increased information and support related to best practice disability management, mental health issues, workplace safety, recognition, e-learning and employee engagement.



**2017 Business Plan**

**Corporate Services-  
Human Resources**

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

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Monitor and continuously enhance the Region's attendance support and disability management programs to reflect best practices.
- ◆ Strengthen the Region's Health, Safety and Wellness program using the Healthy Workplace Model in order to better address workplace issues.
- ◆ Enhance labour relation practices and expedite the grievance process.
- ◆ Ensure Pay Equity compliance and competitive/effective compensation and benefits.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Strengthen the implementation and quality of Human Resources related performance measurement across the corporation.
- ◆ Enhance data collection/analysis and metrics reporting.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Implement changes to enhance the use of internships and apprenticeships.
- ◆ Finalize and implement an Enhanced Talent Acquisition Strategy.
- ◆ Strengthen the Region's Performance and Succession Management programs.
- ◆ Strengthen flexible work practices.
- ◆ Increase social media channels and outreach programs to develop a corporate brand for recruiting.
- ◆ Enhance electronic communication with employees and e-learning.
- ◆ Continuously improve the new employee orientation program.
- ◆ Strengthen talent acquisition process and talent management integration with learning and organization development.
- ◆ Develop and implement innovative and effective approaches to promote a healthy workplace.



**2017 Business Plan**

**Corporate Services-  
Human Resources**

**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

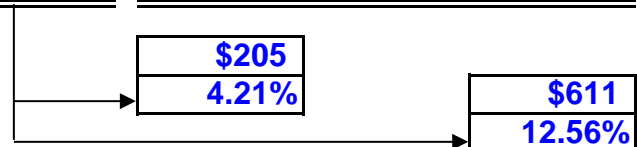


### 2017 Business Plan

### Corporate Services - Human Resources

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	498	519	534	-	534
2 Departmental Services	1,497	1,513	1,606	530	2,136
3 Organization and Employee Services	2,556	2,587	2,682	(172)	2,510
Headquarters Shared Cost	204	204	209	-	209
<b>Operating Subtotal</b>	<b>4,755</b>	<b>4,823</b>	<b>5,031</b>	<b>358</b>	<b>5,389</b>
<b>Tangible Capital Assets:</b>					
4 New	-	-	-	6	6
5 Replacement	41	41	38	42	80
<b>Tangible Capital Assets Subtotal</b>	<b>41</b>	<b>41</b>	<b>38</b>	<b>48</b>	<b>86</b>
<b>Net Program Expenses</b>	<b>4,796</b>	<b>4,864</b>	<b>5,069</b>	<b>406</b>	<b>5,475</b>

Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	191	Economic increases
Salaries & Benefits	45	Annualization - 1 position
Inter-departmental Recoveries	(33)	Economic increases
Operating Expenses	5	Headquarters shared cost
Tangible Capital Assets - Replacement	(3)	Remove one-time items
	<b>205</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Corporate Services - Human Resources

(\$,000's)

#### Departmental Services

<ul style="list-style-type: none"> <li>◆ Position Transfers (4): Administrator, Consultant, Corporate Trainer, and Administrative Assistant, from Organization and Employee Services in order to realign the division's overall structure thereby enhancing service to the corporation.</li> <li>◆ Temporary Consultant position requested by Social Services to support the growing demands and enhance the recruitment process for their department.</li> <li>◆ Reclassification of Administrative Assistant to Coordinator to support the growing needs of the organization and to align with new division structure.</li> <li>◆ Transfer of Education and Training (\$5k), Conferences (\$5k) and Memberships (\$1k) budgets from Organization and Employee Services as a result of position transfers.</li> </ul>	<p>408</p> <p>103</p> <p>8</p> <p>11</p> <hr style="border: 0.5px solid black;"/> <p>530</p>
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#### Organization and Employee Services

<ul style="list-style-type: none"> <li>◆ Position Transfers (2): Two Occupational Health Nurses transferred from Long Term Care to Corporate Services - Human Resources to complete the centralization of Disability Management.</li> <li>◆ Transfer of 4 positions to Departmental Services (see Departmental Services above).</li> <li>◆ Transfer of Education and Training (-\$5k), Conferences (-\$5k) and Memberships (-\$1k) budgets to Departmental Services as a result of position transfers.</li> </ul>	<p>247</p> <p>(408)</p> <p>(11)</p> <hr style="border: 0.5px solid black;"/> <p>(172)</p>
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#### Tangible Capital Assets

<ul style="list-style-type: none"> <li>◆ Tangible Capital Assets - New.</li> <li>◆ Tangible Capital Assets - Replacement.</li> </ul>	<p>6</p> <p>42</p> <hr style="border: 0.5px solid black;"/> <p>48</p>
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<b>Total Program Changes</b>	<b>406</b>
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2017 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.



**2017 Business Plan**

**Corporate Services-  
Information Technology**

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

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

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Promote innovation framework including the piloting of new technologies, subject to business case review.
- ◆ Continue to implement virtual server technology to reduce the energy draw and cooling requirements for the Corporate Data.

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

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Develop a new external website and internal intranet site which incorporate modern technology, are mobile friendly, enable internal and external client interaction and enhance the use of social media.

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

**Key Deliverables**

**Responsibility - Co-Lead**

- ◆ Expand and enhance the Open Data Initiative to full implementation.

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Continue to invest in and implement technology improvements and innovation.

**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



### 2017 Business Plan

### Corporate Services - Information Technology

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	689	690	703	-	703
2 Application Services	2,017	2,272	2,371	59	2,430
3 Geographic Information Services	1,142	1,204	1,079	71	1,150
4 Technical Services	1,241	1,217	1,258	26	1,284
5 Service Delivery	960	994	1,045	15	1,060
6 Security	598	689	723	21	744
7 Wide Area Network (WAN)	1,334	1,334	1,334	-	1,334
8 Data and Infrastructure Protection	494	461	461	-	461
9 Corporate IT Support Headquarters Shared Cost	2,255 332	2,255 332	1,955 338	496 -	2,451 338
<b>Operating Subtotal</b>	<b>11,062</b>	<b>11,448</b>	<b>11,267</b>	<b>688</b>	<b>11,955</b>
<b>Tangible Capital Assets:</b>					
New	70	70	-	-	-
10 Replacement	1,405	1,405	927	-	927
<b>Tangible Capital Assets Subtotal</b>	<b>1,475</b>	<b>1,475</b>	<b>927</b>	<b>-</b>	<b>927</b>
<b>Net Program Expenses</b>	<b>12,537</b>	<b>12,923</b>	<b>12,194</b>	<b>688</b>	<b>12,882</b>

### Summary of Increase (Decrease)

(\$729)	-5.64%	(\$41)
-	-	-0.32%



## PROGRAM SUMMARY



### 2017 Business Plan

### Corporate Services - Information Technology

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	222	Economic increases
Salaries & Benefits	39	Job reclassifications
Operating Expenses	(444)	One-time including computer maintenance and professional services
Operating Expenses	6	Headquarters shared cost
Tangible Capital Assets - New	(70)	Remove one-time items
Tangible Capital Assets - Replacement	(478)	Remove one-time items
Recovery from Transit	(4)	Economic increases
	<u>(729)</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Corporate Services - Information Technology

(\$,000's)

#### Application Services

<ul style="list-style-type: none"> <li>◆ Increase in Salaries and Benefits to reinstate funding for a Business Analyst position, effective July 1, 2017, to support an increase in project work load and service demands. (Annualized cost is \$118k)</li> </ul>	<p>59</p> <hr/> <p>59</p>
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#### Geographic Information Services

<ul style="list-style-type: none"> <li>◆ Increase in Overtime. Increased support by CS-IT team for 24/7 support.</li> <li>◆ Contract with First Base Solutions for Orthophotography and Digital Terrain Model (DTM) for additional products.</li> <li>◆ Increase in License costs for new Enterprise Licensing Agreement (ELA) with affiliate.</li> </ul>	<p>1</p> <p>45</p> <p>25</p> <hr/> <p>71</p>
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#### Technical Services

<ul style="list-style-type: none"> <li>◆ Increase in Overtime. Increased support by CS-IT team for 24/7 support of applications.</li> </ul>	<p>26</p> <hr/> <p>26</p>
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#### Service Delivery

<ul style="list-style-type: none"> <li>◆ Increase in Overtime. Increased support and on call for 3,600 employees and 70 locations.</li> </ul>	<p>15</p> <hr/> <p>15</p>
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#### Security

<ul style="list-style-type: none"> <li>◆ Increase in Overtime. Increased support by CS-IT team 24/7 across 70 locations.</li> </ul>	<p>21</p> <hr/> <p>21</p>
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#### Corporate IT Support

<ul style="list-style-type: none"> <li>◆ Additional fees for licensed product installed on Regional Desktop Equipment utilized by the various departments (Adobe: \$7k); Additional installation of Server Licenses and SQL database instances used in Corporate IT for support of Regional Applications (Microsoft: \$30k); Increase in Enterprise Agreement for Microsoft products (\$130k); Continuation of Disaster Recovery setup (\$175k); Increase for annual support costs for Regional Website hosted in the Cloud as approved in RFP (\$29k).</li> <li>◆ Professional services for Technical Assistance for projects and activities during the year.</li> </ul>	<p>371</p> <p>125</p> <hr/> <p>496</p>
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<b>Total Program Changes</b>	<b>688</b>
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## 2017 Business Plan

## Corporate Services- Legislative Services

### Major Services & Activities

#### Council Services

- ◆ Provide secretariat support to Regional Council, Committee of the Whole and seven Advisory Committees, 9-1-1 Management Board and to Durham Region Transit Commission and its two Committees.
- ◆ Provide agenda packages to members of Council, senior staff, area municipal staff, media and subscribers.
- ◆ Prepare Regional Council agendas.
- ◆ Publish Council and Committee agendas, minutes, reports and by-laws on the Region's Website.
- ◆ Provide notification of Regional Official Plan and Regional Development Charges By-law amendments and prepare and submit appeal packages to the Ontario Municipal Board pursuant to legislation.
- ◆ Receive tenders, Request For Proposals (RFP), Request for Qualifications (RFQ), attend openings and record the results.
- ◆ Prepare and publish office consolidations of various by-laws.
- ◆ Co-ordinate Council appointments to Committees.
- ◆ Provide certified copies of Regional By-law and resolutions.
- ◆ Receive and process the Regional website's Info mail, insurance claim letters, letters addressed to the Region, including coordinating delegation requests to Regional Council, Committee of the Whole and Transit Committees.
- ◆ Receive complaints pursuant to Regional Development Charges By-law and arrange, attend and record the proceedings of hearings in accordance with the Development Charges Act, 1997.
- ◆ Conduct Elections for the Office of Regional Chair.
- ◆ Prepare and publish the office consolidation of the Regional Official Plan.
- ◆ Execute the Corporation's legal documents with the Regional Chair.
- ◆ Prepare and publish the Council Highlights Newsletter.
- ◆ Co-ordinate official corporate functions and events.
- ◆ Accept service of legal documents served on the Corporation.

#### 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.



**2017 Business Plan**

**Corporate Services-  
Legislative Services**

**Major Services & Activities (Continued)**

**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.

**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>	



**2017 Business Plan**

**Corporate Services-  
Legislative Services**

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

**Key Deliverables**

**Responsibility - Lead**

- ◆ Develop a Regional Information Management Strategy addressing issues including storage, management and privacy.
- ◆ Improve the openness and transparency of the governance process and decisions of the corporation (e.g., E-agenda, web streaming, public complaint process, Regional Ombudsman & Integrity Commissioner, closed meeting protocol, Council & staff codes of conduct).

**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.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



### 2017 Business Plan

### Corporate Services - Legislative Services

By Program	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Council Services	1,414	1,428	1,470	45	1,515
2 Records and Information Management	856	886	914	-	914
3 Public Counter*	-	-	-	-	-
4 Corporate Call Centre* Headquarters Shared Cost	105	105	107	-	107
<b>Operating Subtotal</b>	<b>2,375</b>	<b>2,419</b>	<b>2,491</b>	<b>45</b>	<b>2,536</b>
<b>Tangible Capital Assets*:</b>					
5 New	100	100	-	-	-
6 Replacement	22	22	13	-	13
<b>Tangible Capital Assets Subtotal</b>	<b>122</b>	<b>122</b>	<b>13</b>	<b>-</b>	<b>13</b>
<b>Net Program Expenses</b>	<b>2,497</b>	<b>2,541</b>	<b>2,504</b>	<b>45</b>	<b>2,549</b>

#### Summary of Increase (Decrease)

	(\$37)	
	-1.46%	
		\$8
		0.31%

\* Tangible Capital Assets Included in Program Detail Page

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	95	Economic increases
Operating Expenses	2	Headquarters shared cost
Tangible Capital Assets - New	(100)	Remove one-time item
Tangible Capital Assets - Replacement	1	Increased requirement
Recoveries For Public Counter & Corporate Call Centre	(35)	Economic increases
	(37)	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Corporate Services - Legislative Services

#### Council Services

♦ Increase in Computer Maintenance & Operations to fund annual maintenance costs for electronic agenda application.	45
	45

#### Public Counter and Corporate Call Centre

♦ New Position (50% Corporate Call Centre / 50% Public Counter): 1 Customer Service Supervisor, effective July 1, 2017. This position will assume a lead/supervisory role in an effort to enhance and maintain customer service standards and to assist with the integration of a centralized customer service system, as well as ensure that a consistent complaint documentation/tracking system is in place. (Annualized cost is \$95k)	48
♦ Tangible Capital Assets - New: Computer and Furniture for new position.	7
♦ Increase in recovery related to the above.	(55)
	-
<b>Total Program Changes</b>	<b>45</b>



**2017 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>	

**Strategic Goals**

<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

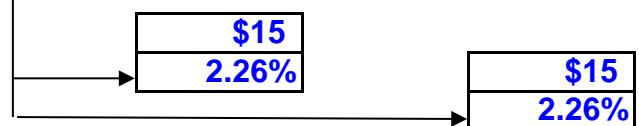


### 2017 Business Plan

### Durham Emergency Management Office

By Program	2016		2017		
(\$,000's)	Estimated	Approved	Base	Program	Proposed
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Durham Emergency Management Office	1,032	1,107	1,140	-	1,140
2 Public Alerting System Maintenance	150	150	150	52	202
Headquarters Shared Cost	51	51	52	-	52
<b>Operating Subtotal</b>	<b>1,233</b>	<b>1,308</b>	<b>1,342</b>	<b>52</b>	<b>1,394</b>
<b>Tangible Capital Assets:</b>					
New	19	19	-	-	-
3 Replacement	15	15	15	-	15
<b>Tangible Capital Assets Subtotal</b>	<b>34</b>	<b>34</b>	<b>15</b>	<b>-</b>	<b>15</b>
<b>Total Program Expenses</b>	<b>1,267</b>	<b>1,342</b>	<b>1,357</b>	<b>52</b>	<b>1,409</b>
<b>Revenue Programs</b>					
Ontario Power Generation (OPG) Grant	(527)	(527)	(527)	-	(527)
OPG Grant - Public Alerting System Maintenance	(150)	(150)	(150)	(52)	(202)
<b>Total Revenue Programs</b>	<b>(677)</b>	<b>(677)</b>	<b>(677)</b>	<b>(52)</b>	<b>(729)</b>
<b>Net Program Expenses</b>	<b>590</b>	<b>665</b>	<b>680</b>	<b>-</b>	<b>680</b>

### Summary of Increase (Decrease)



### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	32	Economic increases
Operating Expenses	1	Inflationary increases
Operating Expenses	1	Headquarters shared cost
Tangible Capital Assets - New	(19)	Remove one-time items
	<b>15</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Emergency Management Office

(\$,000's)

#### Public Alerting System Maintenance

◆ Increase in Purchased Services for system maintenance.	52
◆ Increase in OPG Grant Revenue to offset above increase in system maintenance.	(52)
	<hr/>
	-
	<hr/>
	-
	<hr/>
<b>Total Program Changes</b>	<b>-</b>
	<hr/> <hr/>



**2017 Business Plan**

**Emergency 9-1-1 Telephone System**

**Major Services & Activities**

**Emergency 9-1-1**

- ◆ To actively promote and ensure that the residents and public in Durham Region have immediate access to all emergency services through one central number: 9-1-1.
- ◆ To ensure that adequate resources (personnel and equipment) respond to any and all emergency calls for Police, Fire and Ambulance.
- ◆ Central answering point for all Emergency 9-1-1 telephone calls received from the public requesting a response from Police, Fire and Ambulance.
- ◆ Transfer calls to the appropriate responding emergency service (Police, Fire or Ambulance).
- ◆ To facilitate training for Emergency 9-1-1 personnel to enhance/advance their call taking skills.
- ◆ To ensure that the newest technology trends are researched and made available to the citizens of Durham Region. Text with 9-1-1 is now available in Durham Region for the Deaf, Hard of Hearing and Speech Impaired (DHHSI) Community through the Primary Safety Answering Point.

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

<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**

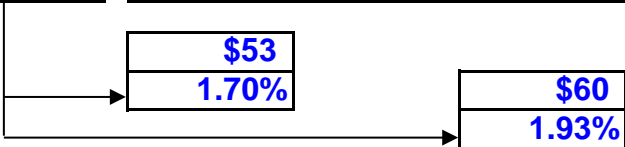


**2017 Business Plan**

**Emergency 9-1-1 Telephone System**

By Program (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Expense Programs</b>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Emergency 9-1-1 Telephone System	2,980	3,012	3,065	7	3,072
1 Asset Replacement Reserve	100	100	100	-	100
<b>Net Program Expenses</b>	<b>3,080</b>	<b>3,112</b>	<b>3,165</b>	<b>7</b>	<b>3,172</b>

Summary of Increase (Decrease)



**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	53	Economic increases
	<u>53</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Emergency 9-1-1 Telephone System

(\$,000's)

#### Emergency 9-1-1 Telephone System

- ◆ Increase in Conferences for staff to attend semi-annual Emergency Service Working Group Conferences. This will provide staff the opportunity to forecast future changes, while staying current and participating in new technology. 3
- ◆ Increase in Professional, Technical and Consulting to expand Mental Wellness training for 911 Call Centre staff to ensure that as many members as possible are able to receive PTSD (Post Traumatic Stress Disorder) and mental well-being training to help cope with stressful workplace events. 4

**Total Program Changes** 7

## PROGRAM SUMMARY



### 2017 Business Plan

### Non-Departmental

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>PERSONNEL RELATED:</b>					
1 Fire Coordination	4	4	4	-	4
2 CUPE 1764 President's Wages	127	127	132	-	132
3 Worker's Compensation Reserve Fund	200	200	200	-	200
4 Sick Leave Reserve	570	570	570	-	570
5 Reward and Recognition Program	46	50	50	(20)	30
6 Training and Development	227	248	248	-	248
7 Durham Region Strategic Plan	12	30	30	45	75
8 Employee Assistance Plan	215	215	215	-	215
9 Staff and Leadership Development	81	102	102	-	102
10 Management/Exempt Salary Review	12	17	17	5	22
11 Applicant Tracking Software	48	48	48	-	48
12 Corporate Functions/Events	89	95	95	20	115
13 Health, Safety and Wellness	74	95	80	60	140
14 Return to Work Program	9	17	17	-	17
15 AMO OMERS Support Funding	27	27	27	-	27
16 Labour Negotiations	7	12	12	-	12
<b>Total Personnel Related</b>	1,748	1,857	1,847	110	1,957
<b>COMMUNICATION &amp; SUPPLIES:</b>					
17 Regional Materials and Supplies	9	25	25	-	25
<b>Total Communication &amp; Supplies</b>	9	25	25	-	25

## PROGRAM SUMMARY



### 2017 Business Plan

### Non-Departmental

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>PURCHASE OF SPECIAL SERVICES:</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
18 Official Plan Review	450	460	460	50	510
19 Employee Committee	25	25	25	-	25
20 Regional Asset Management Audits and Software	269	269	269	-	269
21 Business Continuity	205	257	257	-	257
22 Regional Chair's/CAO's Consulting Group Fees	7	8	8	-	8
23 Toronto Global (Formerly Greater Toronto Marketing Alliance)	206	206	206	-	206
24 Electronic DC Application	110	110	110	-	110
<b>Total Purchase of Special Services</b>	<b>1,272</b>	<b>1,335</b>	<b>1,335</b>	<b>50</b>	<b>1,385</b>
<b>OTHER:</b>					
25 Working Capital Contingencies	1,805	1,805	1,805	-	1,805
26 Debt Issuance Expense	16	38	38	-	38
27 Insurance	106	106	108	-	108
28 Financial Information Management System	350	350	350	-	350
29 Enterprise Maintenance Management	990	990	990	-	990
30 Conference Board of Canada	10	9	9	-	9
31 Zylmage	2	73	73	-	73
32 Development Tracking System	46	100	-	430	430
33 Seaton Project Management	119	103	103	-	103
34 Employment Survey	105	112	112	4	116
35 Metrolinx Business Case	-	50	-	-	-
36 Durham Community Climate Adaptation Plan	-	-	-	100	100
<b>Total Other</b>	<b>3,549</b>	<b>3,736</b>	<b>3,588</b>	<b>534</b>	<b>4,122</b>
<b>Total Programs Expenses</b>	<b>6,578</b>	<b>6,953</b>	<b>6,795</b>	<b>694</b>	<b>7,489</b>

## PROGRAM SUMMARY



### 2017 Business Plan

### Non-Departmental

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<b>Revenue/Recovery Programs</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
37 Water/Sewer Inter Dept Recovery	(5,319)	(5,319)	(5,362)	-	(5,362)
38 Customer Service Data Recovery	(369)	(369)	(369)	-	(369)
39 OW Program Delivery: Dept Services Recovery	(900)	(900)	(900)	-	(900)
40 Paramedic Services Program Delivery: Services Recovery	(724)	(724)	(735)	-	(735)
<b>Total Revenue Programs</b>	<b>(7,312)</b>	<b>(7,312)</b>	<b>(7,366)</b>	<b>-</b>	<b>(7,366)</b>
<b>Net Program Expenses</b>	<b>(734)</b>	<b>(359)</b>	<b>(571)</b>	<b>694</b>	<b>123</b>

### Summary of Increase (Decrease)

	<b>(\$212)</b>	
	<b>-59.05%</b>	
		<b>\$482</b>
		<b>134.26%</b>

### Summary of Base Budget Changes

	\$	Comments
Operating Expenses	7	Economic and inflationary increases
Health Safety and Wellness	(15)	Reduced requirement
Development Tracking System	(100)	Reduced requirement
Metrolinx Business Case	(50)	One-time item
Water/Sewer Recovery	(43)	Inflationary increases
Paramedic Services Program Delivery	(11)	Inflationary increases
	<b>(212)</b>	



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Non-Departmental

(\$,000's)

#### Reward and Recognition Program

- ◆ Transfer in Personnel Related funds from Award and Recognition Program to Corporate Functions/Events Program to streamline the coordination of service awards and recipients.
(20)

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(20)

#### Durham Region Strategic Plan

- ◆ Increase in Professional, Technical and Consulting for the development of a public and internal monitoring and reporting software tool for the Strategic Plan.
45

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45

#### Management/Exempt Salary Review

- ◆ Increase existing budget to reflect current and expected increases to rates for the Mercer custom review of management and exempt salaries in terms of maintaining the 75th percentile and to cover other additional needed salary surveys.
5

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5

#### Corporate Functions/Events

- ◆ Transfer in Personnel Related funds from Award and Recognition Program to Corporate Functions/Events Program to streamline the coordination of service awards and recipients.
20

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20

#### Health, Safety and Wellness

- ◆ Increase funding for Professional Services required 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. (\$20k each year for 3 years).
20
- ◆ One time expense required to retain an external consultant to develop, or purchase e-learning programs related to education on Regional Headquarters' Emergency Procedures developed in 2015/2016 and to comply with changes to Occupational Health & Safety Act legislation regarding exposure to noise and training requirements.
30
- ◆ Ongoing increase to hire an external consultant for annual development and updating of Physical Demands Analyses (PDAs) and Cognitive Demands Analyses (CDAs) for all Regional jobs. To date, they are only completed on a situational basis. However, in support of legislation and as part of the Region's proactive measures, the intention is to complete them for all positions. In particular we would like to complete one CDA in 2017 for paramedics as part of the Post Traumatic Stress Disorder (PTSD) preventions required by the Ministry in 2017.
10

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60

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Non-Departmental

(\$,000's)

#### Official Plan Review

- ♦ Increase in Professional Services to continue work of Municipal Comprehensive Review, including growth management component.
50
- 50

#### Development Tracking System

- ♦ Following a comprehensive external review of the existing Development Tracking System in 2016, it has been recommended that the process to replace the system begin immediately. It is anticipated that this project will last approximately 3 years at an estimated cost of \$1m to \$1.5m. An increase in Professional Services in 2017 will allow the process to begin, with the balance to be funded from the 2018 and 2019 budgets, based on the RFP award.
400
- ♦ Increase in TCA to acquire servers for the new development tracking software.
30
- 430

#### Employment Survey

- ♦ Increase in Hardware-Software Maintenance to increase the number of licences from 6 to 10.
2
- ♦ Increase in Professional Services to reflect increasing costs.
2
- 4

#### Durham Community Climate Adaption Plan

- ♦ Increase in Professional, Technical and Consulting (\$61k), Printing and Reproduction (\$20k), Advertising (\$10k), and Receptions, Promotions and Special Events (\$9k) for Climate Adaptation Plan, which was approved in principle by Regional Council on December 14, 2016 (#2016-COW-103). This Seed Fund is a one time increase in budget for 2017 in order to continue development of next steps and any extension of funding beyond 2017 will require a business case in the 2018 budget process.
100
- 100

**Total Program Changes** **694**





**2017 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.
- ◆ Complete the annual Five-Year Economic and Financial Forecast and Ten Year Capital Plan and set annual Budget guidelines based upon evaluation of the economic environment and long-term plans for provision of services and capital assets.
- ◆ Review and provide comment on Provincial Policy changes on property taxes including participating in the Province's Municipal Working Group.
- ◆ Prepare the annual Property Tax Study including the setting of property tax policy, classes, ratios, rates and manage all assessment related matters and reporting.
- ◆ Manage the Region's investment portfolio.
- ◆ Oversee and coordinate risk management/mitigation for the Region and members of the Durham Municipal Insurance Pool.

**Financial Planning**

- ◆ Coordinate and complete annual Ten-Year Water Supply, Sanitary Sewer, Transportation, Social Housing, Solid Waste Management, and Transit Servicing and Financing Studies, jointly with relevant departments.
- ◆ Develop and implement asset management systems for Regional Capital Infrastructure, coordinating with relevant Departments.
- ◆ Undertake and coordinate Development Charge related policy analysis, studies and reporting.
- ◆ Lead participation in performance measurement, including the Municipal Benchmarking Network Canada (MBNCanada), formerly the Ontario Municipal Benchmarking Initiative (OMBI).
- ◆ Provide financial and economic advice, business case analyses and policy support to Regional Council and departments.
- ◆ Participate in the Provincial cap and trade program. Maintain the corporate carbon inventory, accounting and protocol and integrate the corporate climate mitigation and adaptation programs and reporting into the annual business planning, risk and asset management programs.
- ◆ Coordinate the multidisciplinary Corporate Climate Change Staff Working Group including coordination of the Energy Conservation Demand Management Plan implementation.



2017 Business Plan

Finance

Major Services & Activities (Continued)

Purchasing and Supply and Services

- ◆ Obtain goods and services on behalf of the Region, while ensuring value-for-money and promote the principle of fair and open competition in the acquisition process.
- ◆ Ensure procurement policies and procedures comply with legislation, corporate objectives, ethical standards, and regulations.
- ◆ Provide telephone (VoIP), mail, courier, disposal of assets and print services in support of the Regional corporation.

Internal Audit, Compliance and Controls

- ◆ Strengthen and develop sound fiscal policies, financial procedures and controls, which foster the strength and integrity of the Region and protect Regional assets.

Financial Services

- ◆ Maintain and enhance an efficient centralized financial management operation to fulfill the statutory duties of the Treasurer, including those of Durham Regional Local Housing Corporation and Durham Region Transit, handle the Region's financial affairs, safeguard the Region's assets, and receive and secure monies of the Regional Corporation. Analyze and report on all financial activities and prepare and publish financial statements and reports to stakeholders as required to ensure transparency and accountability.
- ◆ Provide timely, accurate and responsive financial oversight, budget approval and subsidy payment in accordance with the funding model for social housing providers, including mortgage renewal adjustments, provide financial management services for the Durham Regional Local Housing Corporation.
- ◆ Manage collection activities for default Provincial Offences Act (POA) fines.

Financial Information Management Services

- ◆ Provide comprehensive management information services and ensure Financial Information Management System (FIMS), Human Capital Management (HCM) system, Enterprise Learning Management (ELM) system and Enterprise Portal meet user requirements of the Regional Corporation, Police Services Board and Durham Region Transit Commission.



**2017 Business Plan**

**Finance**

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

<b>Strategic Goal A.1 - Propel the business and investment climate forward in Durham Region to enable more local employment.</b>	
<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>	

<b>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>	
<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>	

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

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

<b>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>	
<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 are municipal counterparts.</li> <li>◆ Continue to offer planning support to local municipalities to ensure compliance with Regional and Provincial plans.</li> </ul>	



**2017 Business Plan**

**Finance**

**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>◆ Review and enhance business processes to ensure the best use of resources and to support innovation.</li> <li>◆ Demonstrate effective stewardship of corporate resources through strong and stable financial management and adherence to multi-year financial planning process.</li> <li>◆ Complete business continuity plan.</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>◆ Use and refine performance measurement tools for business planning, to identify and implement continuous improved performance and share results.</li> </ul>	

**Strategic Goals**  
**Responsibility - Support**

<b>Goal</b>	<b>Description</b>
<b>A.3</b>	Promote and actively capitalize on opportunities to make Durham Region a premier destination that attracts and retains entrepreneurs, innovators, visitors and residents.
<b>A.4</b>	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
<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.1</b>	Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.
<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.3</b>	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>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

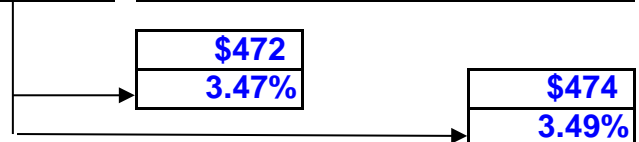


### 2017 Business Plan

### Finance

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Business Planning, Budgets and Risk Management	1,076	1,329	1,445	-	1,445
2 Financial Planning and Purchasing and Supply and Services	2,923	3,481	3,641	-	3,641
3 Financial Housing Services*	925	949	979	-	979
4 Administration	353	312	338	-	338
5 Internal Audit, Compliance and Controls	91	143	148	-	148
6 Financial Services	3,513	3,710	3,837	2	3,839
7 POA - Default Fine Collections	(33)	(39)	(18)	-	(18)
8 Financial Information Management Services	2,996	2,716	2,763	-	2,763
9 COMRA/PARA Headquarters Shared Cost	82	82	84	-	84
	525	525	536	-	536
<b>Operating Subtotal</b>	<b>12,451</b>	<b>13,208</b>	<b>13,753</b>	<b>2</b>	<b>13,755</b>
<b>Tangible Capital Assets:</b>					
New	73	73	-	-	-
10 Replacement Reserve Contribution	306	306	341	-	341
	-	-	(35)	-	(35)
<b>Tangible Capital Asset Subtotal</b>	<b>379</b>	<b>379</b>	<b>306</b>	<b>-</b>	<b>306</b>
<b>Net Program Expenses</b>	<b>12,830</b>	<b>13,587</b>	<b>14,059</b>	<b>2</b>	<b>14,061</b>

### Summary of Increase (Decrease)



\* Tangible Capital Assets Included in Program Detail Page

## PROGRAM SUMMARY



### 2017 Business Plan

### Finance

#### Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	557	Economic increases
Salaries & Benefits	107	Annualization - 2 positions
Salaries & Benefits	16	Job reclassifications
Operating Expenses	10	Inflationary increases
Increase in Recoveries	(154)	Economic increases
Contribution to Reserve	2	Inflationary increase
Tangible Capital Assets - New	(73)	Remove one-time items
Tangible Capital Assets - Replacement	31	Increased requirement
Operating Expenses	11	Headquarters shared cost
Contribution from Reserve	(35)	Replacement Courier Van
	<u>472</u>	



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Finance

(\$,000's)

#### Administration

- ◆ Increases in Conferences (\$15k) and Car Allowance (\$5k) offset by decreases in Telephone (-\$20k) to reflect actual costs and forecasted requirements.

-

#### Financial Services

- ◆ Increase in Collection Fees based on 2016 actual.
- ◆ Increase in Corporate Cost Recoveries for Provincial Offences Administration - French Language Services to reflect services provided.
- ◆ Decrease in Sundry Revenue to adjust to actual experience.

1

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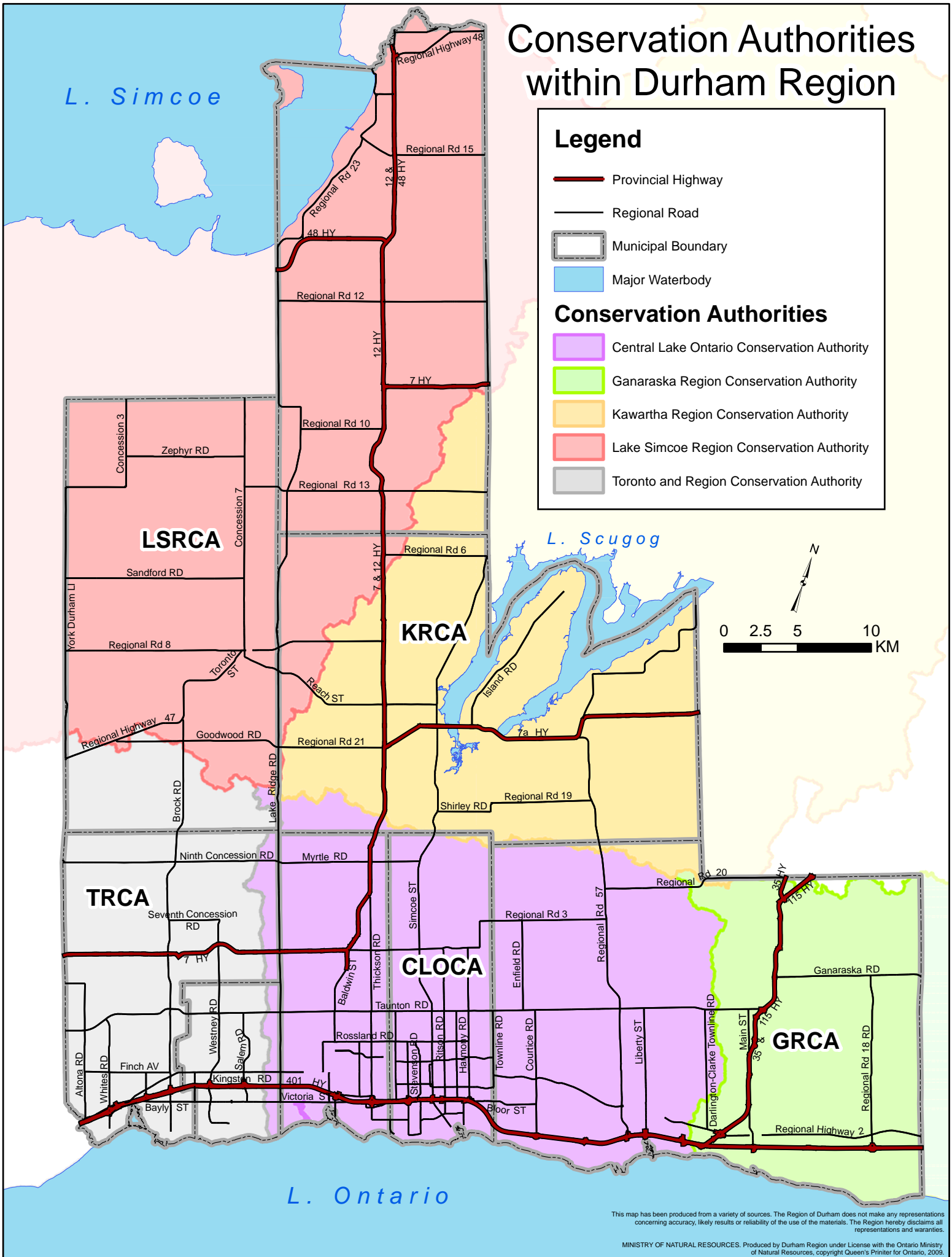
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2

**Total Program Changes**

**2**

# Conservation Authorities within Durham Region



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



### 2017 Business Plan

### Conservation Authorities

By Program	2016		2017		
(\$,000's)	Estimated	Restated	Target	CVA	Proposed
	Actuals	Budget	Budget	Adjustment	Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>					
Central Lake Ontario	3,688	3,688	3,779	-	3,779
Kawartha	564	564	578	-	578
Ganaraska	426	426	437	-	437
Toronto and Region	597	597	611	-	611
Lake Simcoe Region	254	254	260	(2)	258
<b>Operating Programs Subtotal</b>	<b>5,529</b>	<b>5,529</b>	<b>5,665</b>	<b>(2)</b>	<b>5,663</b>
<b>2 Special Benefiting Programs</b>					
Central Lake Ontario	-	-	-	-	-
Kawartha	130	130	132	-	132
Ganaraska	222	222	225	-	225
Toronto and Region	748	748	802	-	802
Lake Simcoe Region	456	456	463	-	463
<b>Special Benefiting Programs Subtotal</b>	<b>1,556</b>	<b>1,556</b>	<b>1,622</b>	<b>-</b>	<b>1,622</b>
<b>3 Special One-Time Funding</b>					
Ganaraska - Forest Management Plan	25	25	-	-	-
Lake Simcoe - Beaver River Wetland Trail Upgrades	50	50	-	-	-
Lake Simcoe - Scanlon Creek Operations Centre	24	24	24	-	24
<b>Special One-Time Funding Subtotal</b>	<b>99</b>	<b>99</b>	<b>24</b>	<b>-</b>	<b>24</b>
<b>4 YPDT Ground Water Management</b>					
Toronto and Region	175	175	175	-	175
<b>YPDT Ground Water Management Subtotal</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>-</b>	<b>175</b>
<b>Net Program Expenses</b>	<b>7,359</b>	<b>7,359</b>	<b>7,486</b>	<b>(2)</b>	<b>7,484</b>



## 2017 Business Plan

## Central Lake Ontario Conservation Authority

By Program (\$,000's)	2016		2017		
	Estimated Actuals	Approved Budget	Target Budget	CVA Change	Proposed Budget
	\$	\$	\$	\$	\$
1 Operating Programs	3,688	3,688	3,779	-	3,779
<b>Net Program Expenses</b>	<b>3,688</b>	<b>3,688</b>	<b>3,779</b>	<b>-</b>	<b>3,779</b>



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**Member of Conservation Ontario**

January 9, 2017

CLOCA IMS: AFNB41

Mr. R.J. Clapp  
Commissioner of Finance and Treasurer  
The Regional Municipality of Durham  
P.O. Box 623, 605 Rossland Rd. E.  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

**Subject: 2017 CLOCA Budget Submission**

CLOCA is pleased to provide its 2017 Preliminary Budget. Attached please find Staff Report #5500-16 which was considered by the CLOCA Board of Directors at a meeting on November 15, 2016, and at which the following resolution was adopted (as extracted from unapproved minutes).

**Auth. Res. #109/16, dated November 15, 2016**

***“THAT Staff Report #5500-16 be received for information; and,  
THAT the 2017 Preliminary Budget, including a special capital request of \$150,000, be approved for circulation to the Region of Durham.”***

**CARRIED**

CLOCA’s 2017 Preliminary Operating and Special Municipal Levy Budget adheres to the Region’s Guideline for the preparation of the 2017 Business Plans and Property Tax Budget and is summarized as follows:

Operations	-	\$3,728,933 (General Levy)
Durham Children’s Groundwater Festival	-	\$ 50,000 (Special Benefiting)
		<u>\$3,778,933</u>

Special Capital request for the relocation of Lynde Shores parking area:

2017 -	<u>\$150,000</u>
2018 -	<u>\$200,000</u>

Further details on the Special Capital request are also provided under separate cover entitled “Relocation of Lynde Shores Parking Area Plan”.

cont’d.....2

***What we do on the land is mirrored in the water***



Mr. R.J. Clapp, Commissioner of Finance and Treasurer  
The Regional Municipality of Durham

Page 2  
January 9, 2017

At the September 2016 Board meeting, the Authority approved the following resolution regarding funding request to undertake the 5 year review of our watershed plans.

**Auth. Res. #85/16, dated September 20, 2016**

***“THAT Report #5476-16 be received for information;  
THAT CLOCA initiate the five-year update of CLOCA’s Watershed Plans;  
THAT CLOCA advise Durham Region and the municipalities that the Authority is initiating the five-year update of CLOCA’s Watershed Plans; and,  
THAT CLOCA seek the necessary financial support from Durham Region to support completion of the five-year update to the four CLOCA Watershed Plans.”  
CARRIED***

Discussions with Regional Finance regarding this funding request are ongoing. As a result, CLOCA is agreeable to deferring the funding request to update watershed plans to the 2018 budget deliberations.

As requested, attached please find a copy of CLOCA’s 5-year operating budget.

We remain dedicated to advancing watershed health through engagement, science and conservation. Thank you for your continued support.

Sincerely,



Chris Darling, MCIP, RPP  
**Chief Administrative Officer**  
CD/ms


cc: Nicole Pincombe, Region of Durham  
Dana Howes, Region of Durham  
Don Mitchell, CLOCA Chair  
Rose Catulli, Director of Corporate Services

- Attach 1: CLOCA 2017 Preliminary Budget Staff Report #5500-16 (excl. attachments)  
2: Special Capital Request - Relocation of Lynde Shores Parking Area Plan  
3: CLOCA 5-year Operating Budget



**CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY**

DATE: November 15, 2016  
 FILE: AFNB44  
 S.R.: 5500-16  
 MEMO TO: Chair and Members, CLOCA Board of Directors  
 FROM: Rose Catulli, Director of Corporate Services  
 SUBJECT: **2017 Preliminary Budget**

APPROVED BY C.A.O. 

The formulation of the 2017 preliminary budget involved the consideration of the current budget, programming requirements, alignment with the Strategic Plan priorities and strategic actions and the need for annual adjustments to the general levy. Staff is continually looking for funding partnerships while utilizing current resources both effectively and efficiently. We continue to see increases in demand on Authority programs. It is important that the increase in levy continues to meet these demands while trying to balance the various guidelines from the Region. The Region of Durham’s approved guideline for the preparation of the 2017 Business Plan and Budget is as follows:

Operating Budget – increase of 2.5%

The preliminary operating and special municipal levy budget summary attached meets the Region’s Guideline for the 2017 Regional Business Plans and Property Tax Budget as follows:

General Operating Levy	\$	3,728,933	
Special Municipal Levy - Durham	\$	50,000	
Groundwater Festival			
	\$	3,778,933	

**2017 Preliminary Budget Summary**

An additional \$80k has been budgeted for 2017 Plan Review Fees relating to the Columbus Subwatershed Study; other Planning and Regulation fees remain constant. Government funding is a relatively minor amount in the budget; provincial source water protection funding is uncertain at this time - \$70,310 (2016 YTD), \$47,200 (2015).

The 2017 budgeted reserve transfer of \$52,427 relates to forestry management expenditures within our conservation areas (\$15k), Heber Down Conservation Area reconfiguration (\$21k) and a transfer of excess funds for the Roger’s Property (-\$88k).

Deferred Revenue for 2017 consists of YPDT program (\$55k) and CLOCA’s Bowmanville Westside Conservation Area (\$2,945) which represents funds received from the Municipality of Clarington in 2013 to manage the property.

Cont’d

**Special Capital Levy Request**

The current parking lot at Lynde Shores Conservation Area has a capacity of 45 vehicles. With continual increase in visitors to Lynde Shores the current parking area has become inadequate. It is not uncommon to see the parking lot full on weekends forcing visitors to park on Victoria Street causing traffic interruptions and safety issues. As a result, CLOCA has been in the process of relocating the entrance to Halls Road. The relocated entrance from Victoria Street transportation corridor (Type A arterial) to a local road will provide safer ingress and egress for users. The Halls Road parking will provide for a larger parking area (approximately 100 vehicles) which will mitigate the safety concerns with parking on Victoria Street and should also provide for increased users fees which will assist in funding land management cost for the Lynde Shores Conservation Area. The new entrance will also create separate access/entrances for the conservation area and for Eastbourne residents, reducing conflict between area users and residents.

Rough grading of the new parking area has been completed. The capital funding request of \$150,000 for 2017 would cover the cost for hard surfacing the parking area with gravel, establishing trail linkages to the parking area, lighting and some minor landscaping. Additional funding for 2018 in the amount of \$200,000 would be required to pave the parking area and establish a washroom facility. The relocation of the Lynde Shores parking area is consistent with the Authority’s Strategic Plan priority action related to “enhancing the enjoyment and safety of conservation areas by improving enforcement, land management, and public use infrastructure”.

Special Capital Levy	2017	2018
Lynde Shores Parking Area	\$150,000	\$200,000

**Purchasing Efficiency Improvements**

Staff continues to investigate delivery costs and potential expenditure savings. In this regard, CLOCA recently joined the Durham Purchasing Co-Operative Group. Membership includes the Region, all area municipalities within the Region, Durham District School Board, Durham Region Non-Profit Housing Corporation, University of Ontario Institute of Technology, Durham College and Municipal Property Assessment Corporation. The main purpose of the group is to promote efficiency in the purchase and materials management of goods and services by jointly calling tenders, proposals and/or quotations for commonly-used items by the group. With membership in this group, CLOCA should benefit with some reduced costs related to commodities such as fuel, sand and gravel, and office supplies. At this time, it is too early to accurately predict expenditure savings for those goods and services for the 2017 budget year. Cost savings will be monitored throughout 2017 and will be reflected in the proposed 2018 budget.

**Watershed Plan Update**

At the September 20, 2016 Authority Board meeting, the Board endorsed a recommendation seeking the necessary financial assistance (\$200,000) from the Region to undertake the 5-year update of the watershed plans. Staff has had an initial meeting with Regional staff on this request and anticipate further discussions in the near future.

**Next Steps**

A final budget report will be brought forward in 2017 to the Board once CLOCA approves the 2017 fee schedule and the Region has approved the General Levy and Special Capital request.

**RECOMMENDATION:**

***THAT Staff Report #5500-16 be received for information; and,  
THAT the 2017 Preliminary Budget, including a special capital request of \$150,000, be approved for circulation to the Region of Durham***

RC/ms  
Encl. (attached)



# Central Lake Ontario Conservation

Central Lake Ontario Conservation (CLOCA) is a local community based environmental organization and one of 36 Conservation Authorities responsible for managing watershed resources across Ontario. We were established in 1958 and our corporate vision focuses on Health Watersheds for Today and Tomorrow which is supported by our mission to advance watershed health through engagement, science and conservation. CLOCA's jurisdiction is based upon the watershed boundaries of four major watercourses draining an area of over 639 sq. km. The four major watercourses begin in the Oak Ridges Moraine headwaters and are from west to east Lynde Creek, Oshawa Creek, Black/ Harmony/ Farewell Creeks, and the Bowmanville/ Soper Creeks. There are 18 additional watersheds identified in the map below. The Municipalities within CLOCA's watershed include the Regional Municipality of Durham, City of Pickering, Town of Ajax, Township of Uxbridge, Township of Scugog, Town of Whitby, City of Oshawa and the Municipality of Clarington.



**Figure One: Central Lake Ontario Conservation Watershed Map**

The following is a list of programs and services offered as part of our core responsibilities.

### **Engineering**

We manage a flood warning program and emergency procedures and provide continuous water level monitoring for watercourses, computerized flood forecasting and monitoring of snow condition and potential runoff problems 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 media to further awareness of watershed resources and ensure our corporate programs, projects, services and policies are understood by the general public.

### **Leaders in Watershed 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 and Regulation**

We provide land use planning input and review and provide administration of Conservation Authority's Fill, Construction, and Alterations 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 2,500 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, accounting, IT support, general inquiries from the public and reception.

**Central Lake Ontario Conservation Authority  
Durham Region Proposed 5-Year Operational Budget (2016-2021)**

OPERATIONS BUDGET	2016 Approved by Region	2016 Forecast		2017 Forecast		2018 Forecast		2019 Forecast		2020 Forecast		2021 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>Base Operations</b>	<b>3,637,983</b>	<b>3,637,983</b>	<b>6,356,300</b>	<b>3,637,983</b>	<b>6,451,500</b>	<b>3,728,933</b>	<b>6,546,300</b>	<b>3,822,156</b>	<b>6,602,500</b>	<b>3,917,710</b>	<b>6,687,300</b>	<b>4,015,653</b>	<b>6,772,500</b>
Assessment Grow (Base)				45,475	80,644	46,612	81,829	47,777	82,531	48,971	83,591	50,196	84,656
Economic Adjustment (Base)				45,475	80,644	46,612	81,829	47,777	82,531	48,971	83,591	50,196	84,656
Adjustment of CVA Apportionment													
Special Needs													
<b>TOTAL</b>	<b>3,637,983</b>	<b>3,637,983</b>	<b>6,356,300</b>	<b>3,728,933</b>	<b>6,612,788</b>	<b>3,822,156</b>	<b>6,709,958</b>	<b>3,917,710</b>	<b>6,767,563</b>	<b>4,015,653</b>	<b>6,854,483</b>	<b>4,116,044</b>	<b>6,941,813</b>



# Relocation of Lynde Shores Parking Area Plan



December 2016

## **Lynde Shores Conservation Area Background Information**

The Lynde Shores Conservation Area is the Central Lake Ontario Conservation Authority's most popular public area, with more than 50,000 visits per year, and rapidly increasing annually. This 272 hectare property on Lake Ontario, on the west edge of Whitby, hosts two provincially significant wetlands, forests, and meadows. Residents of Durham Region enjoy healthy outdoor experiences and nature appreciation while walking the nature trails, feeding song birds, or passing through on the Waterfront Trail. Mood Walks are held at Lynde Shores CA, in partnership with the Canadian Mental Health Association, confirming the value of this natural area for not only physical, but also our mental well-being. Rated as Trip Advisor's number one "thing to do" in Whitby, Lynde Shores CA provides an inexpensive, healthy, interesting outing for people of all ages.

The public use infrastructure within Lynde Shores CA continues to adapt to the increasing demand of a growing community. Our pay-and-display parking revenue and annual passes help offset some of the costs related to public use. A provincial grant allowed for the completion of a paved Waterfront Trail link through Lynde Shores CA in 2015. This addition has further integrated the Conservation Area with the community.

### **Need for New Parking Area**

The existing parking area is accessed via Victoria Street. Traffic volumes on Victoria Street continue to increase, making access and egress from the Lynde Shores CA parking lot difficult. The future four lane Victoria Street will further complicate access to the conservation area. Furthermore, our existing 45 car parking lot becomes filled during busy periods, and vehicles frequently park on the shoulder of Victoria Street. The inadequate parking raises safety, lost revenue, and visitor satisfaction concerns. Unfortunately, the existing parking lot is constrained by the proximity of Victoria Street and the Lynde Creek and wetlands, and expansion of the existing lot is not an option.

CLOCA completed a Conservation Area Management Plan in 2000, and included a long range plan to relocate the entrance and parking lot from the Victoria Street transportation corridor to a Hall's Road location. The plan included a new larger (100 car) parking lot, trail connection to the Waterfront Trail, short nature trail loop, and washroom building.

CLOCA staff has worked closely with Region of Durham staff during the planning, design, and construction of the Victoria Street widening through the Lynde Shores area. As a result, the road widening impacts on the wetlands and Lynde Shores CA will be fully compensated with the creation of new wetland habitat within the conservation area. This constructed wetland will be a feature of the new Hall's Road entrance and trail loop. CLOCA also approached the contractor for the road widening project, and offered the use of the future Hall's Road parking area as a construction staging area, providing the contractor completed grading for the future visitor parking lot at the site upon completion of the contract. This work was completed in 2016.

### **Capital Funding Request**

A capital funding request has been submitted to the Region of Durham to allow completion of the new Lynde Shores CA entrance and parking area. The funding will cover the costs of hard surfacing the parking lot, establishing the trail loop and linkages, construction of a comfort station (washroom) and landscaping of the new entrance. These improvements will address the growing demand for public use

at this conservation area, and be consistent with the Authority’s Strategic Plan priority action to “enhance the enjoyment and safety of conservation areas by improving enforcement, land management, and public use infrastructure.” A conceptual map illustrating the parking lot location and associated facilities and landscaping is attached. A breakdown of the costs associated with the parking area is as follows:

**Lynde Shores Conservation Area Halls Road  
Entrance Construction Cost Estimate**

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Phase 1	
Hard surface parking lot	\$85,000
Paved connecting trail	\$15,000
Nature Trail loop	\$20,000
Pay and Display	\$10,000
Landscape and lighting	\$20,000
<b>Phase 1 Total:</b>	<b>\$150,000</b>

Phase 2	
Parking lot paving	\$100,000
washroom/comfort station	\$80,000
landscaping	\$20,000
<b>Phase 2 Total:</b>	<b>\$200,000</b>



### Conceptual Map Illustrating New Lynde Shores CA Parking Area





## 2017 Business Plan

## Kawartha Conservation Authority

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Target Budget	CVA Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>	564	564	578	-	578
<b>2 Special Benefiting Programs</b>					
Watershed Planning	130	130	132	-	132
<b>Special Benefiting Programs Subtotal</b>	130	130	132	-	132
<b>Net Program Expenses</b>	<b>694</b>	<b>694</b>	<b>710</b>	<b>-</b>	<b>710</b>





**KAWARTHA  
CONSERVATION**

Discover • Protect • Restore

December 12, 2016

Regional Municipality of Durham  
605 Rossland Rd. E.  
PO Box 623  
Whitby, ON L1N 6A3

Attn: R.J. Clapp, Commissioner of Finance

RE: Proposed 5-Year Budget for Operations (2017-2021)  
Proposed Special Benefitting Projects (2017 – 2021)

Dear Mr. Clapp, *Jim*

Further to our discussion of our preliminary 2017 budget, we are pleased to formally submit the Kawartha Conservation Operating and Special Benefitting Projects budgets. Both submissions are attached.

Our Special Projects request of \$131,950 meets the Regional guideline of 1.5% and our Operating budget request of \$578,286 and meets the Regional guideline of 2.5%. We continue to provide technical and administrative support to the Port Perry Bay Shoreline Enhancement project in 2017, funded through the Watershed Implementation project.

We appreciate the support from the Region of Durham and look forward to a continued partnership that addresses the needs of the Region's environmental strategic goals. If you have any questions or require further information, please do not hesitate to contact us.

Yours truly,

Rob Messervey  
Chief Administrative Officer

Attachment(s)

**KAWARTHA CONSERVATION**  
277 Kenrei Road, Lindsay, ON K9V 4R1  
705.328.2271 Fax 705.328.2286  
[KawarthaConservation.com](http://KawarthaConservation.com)

**Our Watershed Partners:**

City of Kawartha Lakes • Region of Durham • Township of Scugog • Municipality of Clarington • Township of Brock • Municipality of Trent Lakes • Township of Cavan Monaghan

# Kawartha Conservation

## Vision

*A sustainable watershed with clean and abundant water and natural resources assured for future generations*

Our vision is supported by a number of benchmarks of success. Our success is measured by the position we take as leaders, in:

- Protecting our lakes and water resources;
- Partnering with the agricultural community to advance stewardship; and
- Developing watershed science.

## Mission

*To provide leadership in watershed management and conservation*

## Focus

*Outstanding water quality and quantity management, supported by healthy landscapes through planning, stewardship, and science*

## Our Watershed

A watershed is an area of land drained by a common stream, river or lake system. The Kawartha Conservation watershed drains 2,563 square kilometres of land, an area roughly bounded by Port Perry in the south, Kinmount in the north, Manilla to the west and Omemee to the east. Five major lakes and seven major stream systems drain this land area, emptying into Pigeon Lake.

On the south side of the watershed, the Oak Ridges Moraine causes water to flow northward into Lake Scugog and Pigeon Lake. Water in Lake Scugog then continues northward into Sturgeon Lake via the Scugog River.

From the north side of the watershed, water flows off the Canadian Shield through the Gull and Burnt rivers into Balsam and Cameron lakes. The majority of this water flows over Fenelon Falls into Sturgeon Lake, with a small amount flowing into the Lake Simcoe watershed through Balsam Lake.

Water from Sturgeon Lake flows into Pigeon Lake and the rest of the Kawartha Lakes to the east, and finally into the Trent River.

# Map of the Kawartha Conservation Watershed

- 2,563 square kilometers
- 13% lakes
- 13% wetland  
(55 Provincially Significant Wetlands & 49 Locally Significant Wetlands)
- 22% forest
- 46% agriculture
- 6% built-up/urban
- Canadian Shield in the north
- Oak Ridges Moraine in the south

## 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

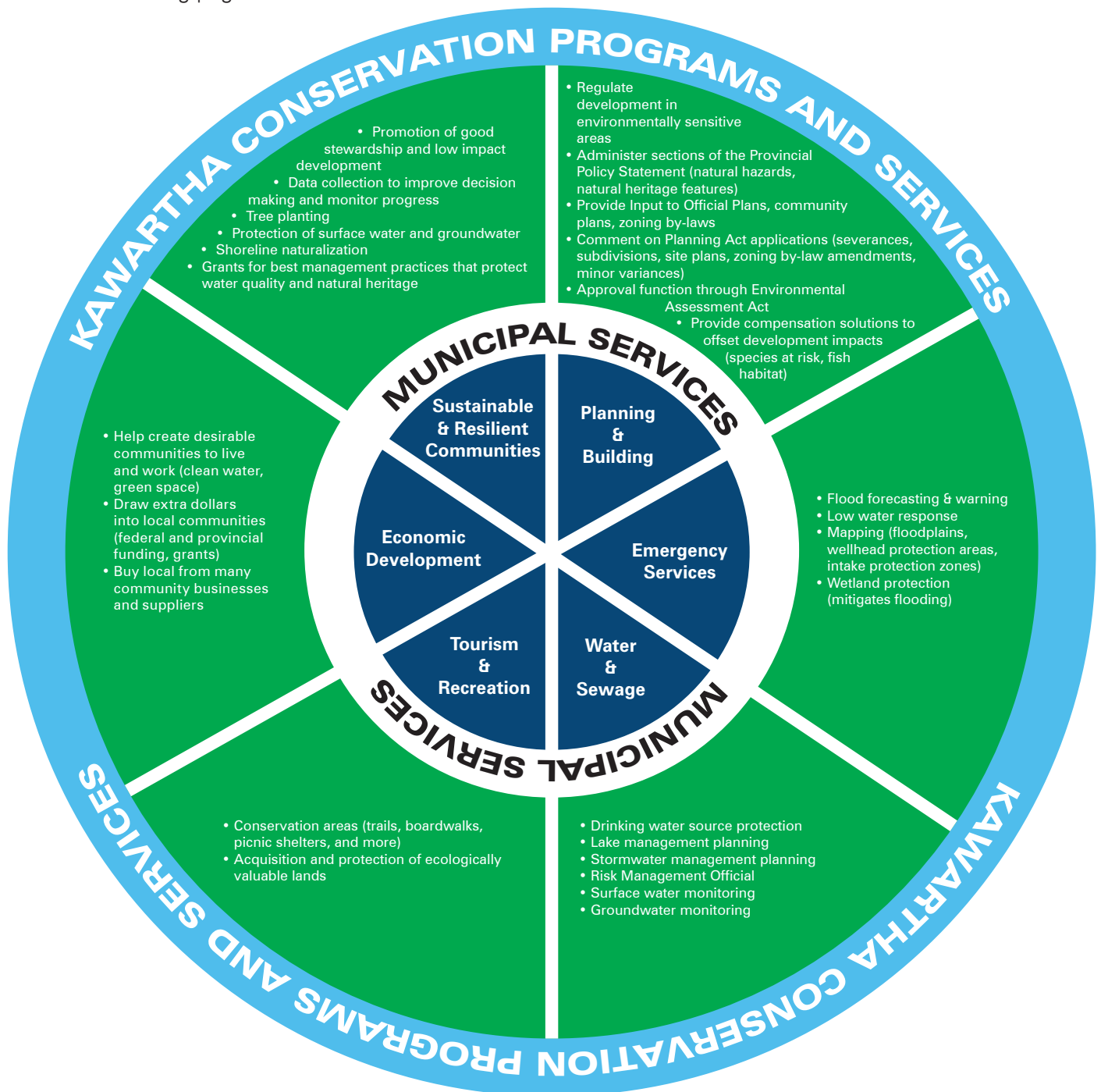
## Municipality of Clarington

- 10 km<sup>2</sup> within watershed



# Serving our Municipalities

Kawartha Conservation staff are working closer than ever with municipal staff because our work has become so interconnected. It is hard to find a municipal service that our programs don't support either directly or indirectly. Often we provide this support at a fraction of the cost because our staff are shared among our six municipalities and sometimes our neighbouring Conservation Authorities. This saves money and avoids duplication. Kawartha Conservation's programs also serve a wide range of public interests and needs benefiting our local watershed residents from agricultural and rural, to shoreline and urban communities. Below is a graphic that summarizes our programs that support key municipal services. More details about these programs are provided in the following pages.



# Working Together for a Healthy Environment

Kawartha Conservation represents a watershed-based, municipal and provincial collaboration. The *Conservation Authorities Act* provides the means by which municipalities and the province can join together to form a Conservation Authority within our watershed—to undertake programs of natural resource management.

Why operate on a watershed basis? Watercourses flow where nature takes them—across municipal boundaries—allowing for a collaborative approach to short and long-term environmental health.

A plentiful supply of clean water is a key component of our local, natural infrastructure. Our surface and groundwater resources supply our drinking water, maintain property values, sustain an agricultural industry, and support tourism and wildlife. A healthy environment provides the essential ecosystem goods and services that support a vibrant local economy and healthy communities.

We address the environmental issues and concerns of our municipal partners and watershed communities by providing local, practical solutions on a wide range of natural resource issues. As our core business, we continue to deliver priorities that include:

- Lake management and watershed planning
- Land-use planning advisory services
- Development regulation
- Stewardship
- Flood and hazard management, and
- Environmental monitoring.

Many of our programs and services implement various legislation, government policies, and guidelines.

## Delivering on our strategic plan

Our Strategic Plan, completed in 2012, creates both a blueprint for, and a road map to, a long-term destination for our organization.

To effectively implement the direction set out in our strategic plan in 2016, our programs and services must meet the following goals:



- Safeguard people, property, and communities from natural hazards such as flooding and erosion
- Conserve and restore a healthy, resilient environment
- Develop greater scientific knowledge of the watershed that advances decision-making.

The annual operating and capital budgets, and associated work plan, is fundamental to accomplishing our vision, mission, and goals.

To deliver on our strategic plan, our business is organized around three broad strategic goals.



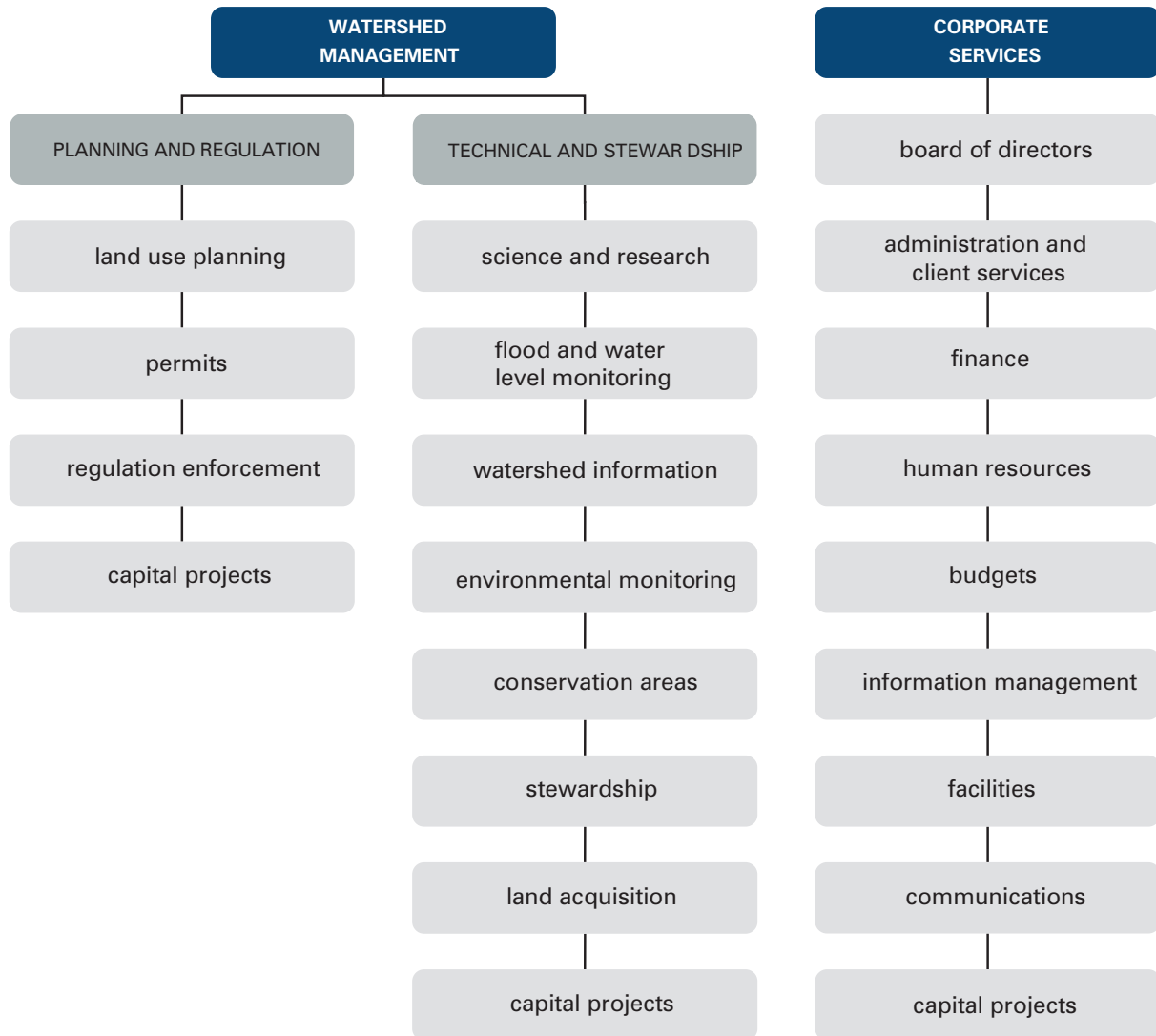
**Protect**



**Conserve & Restore**



**Discover**



## DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2017-2021)

### Kawartha Region Conservation Authority

OPERATIONS BUDGET	2016	2017 Forecast		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Restated	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>											
Base Operations Program	552,868	564,181	2,138,333	578,286	2,178,632	601,417	2,244,721	625,474	2,313,455	650,493	2,384,937
Assessment Growth (Base)	6,052	7,052	20,149	11,566	33,045	12,028	34,367	12,509	35,741	13,010	37,171
Economic Adjustment (Base)	6,052	7,052	20,149	11,566	33,045	12,028	34,367	12,509	35,741	13,010	37,171
Adjustment of CVA App	(791)	-	-								
<b>SUB-TOTAL</b>	<b>564,181</b>	<b>578,286</b>	<b>2,178,632</b>	<b>601,417</b>	<b>2,244,721</b>	<b>625,474</b>	<b>2,313,455</b>	<b>650,493</b>	<b>2,384,937</b>	<b>676,512</b>	<b>2,459,279</b>

**Capital Forecast per Individual Authority  
KAWARTHA REGION CONSERVATION AUTHORITY**

SPECIAL BENEFITING PROJECTS		2016	2017 Budget		2018 Budget		2019 Budget		2020 Budget		2021 Budget	
		Approved by the 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
PROTECTION	<b>Watershed Planning/Sub Watershed Planning</b>											
	Watershed Planning Implementation	130,000	131,950	145,000	112,000	112,000	114,000	114,000	115,700	115,700	117,400	117,400
	Sub-total	130,000	131,950	145,000	112,000	112,000	114,000	114,000	115,700	115,700	117,400	117,400
	<b>Aquatic Resource Management Plans/ Fisheries Management Plans</b>											
	Sub-total											
	<b>Groundwater Management</b>											
	Sub-total											
	<b>Watershed Monitoring</b>											
	Sub-total	0	0	0	0	0	0	0	0	0	0	0
	<b>Port Perry Bay-Shoreline Enhancements</b>	0	0	0	0	0	0	0	0	0	0	0
Sub-total	0	0	0	0	0	0	0	0	0	0	0	
<b>Watershed Specific Projects/Studies</b>												
Sub-total	0	0	0	0	0	0	0	0	0	0	0	
PUBLIC USE	<b>Conservation Area Management Plans</b>											
	East Cross Forest Mgmt Plan			103,200	93,000	93,000	94,400	94,400	95,800	95,800	95,800	95,800
Sub-total	0	0	103,200	93,000	93,000	94,400	94,400	95,800	95,800	95,800	95,800	
REGULATION	<b>Flood Forecasting/Warning</b>											
	Stream Gauge Repair/Replacement											
	Sub-total											
<b>Natural Hazard Mapping</b>												
Sub-total												
<b>TOTAL CAPITAL</b>	130,000	131,950	248,200	205,000	205,000	208,400	208,400	211,500	211,500	213,200	213,200	
ORMCP - outcomes & actions												
	Sub-total	0	0	0	0	0	0	0	0	0	0	0
Regional Land Securement			150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000
	Sub-total	0	150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000	150,000	375,000





## 2017 Business Plan

## Ganaraska Region Conservation Authority

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Change	Proposed Budget
	\$	\$	\$	\$	\$
<b>1 Operating Programs</b>	426	426	437	-	437
<b>2 Special Benefiting Programs</b>					
Watershed Planning	20	20	20	-	20
Aquatic Resources/Fisheries	-	-	22	-	22
Groundwater Management	33	33	33	-	33
Watershed Monitoring	35	35	35	-	35
Natural Heritage Mapping	51	51	51	-	51
Flood Forecasting/Warning	5	5	-	-	-
Natural Hazard Mapping	30	30	15	-	15
Watershed Specific Projects	48	48	49	-	49
<b>Special Benefiting Programs</b>					
<b>Subtotal</b>	222	222	225	-	225
<b>3 Special One-Time Funding</b>					
Ganaraska - Forest Management Plan	25	25	-	-	-
<b>Special One-Time Funding</b>					
<b>Subtotal</b>	25	25	-	-	-
<b>Net Program Expenses</b>	<b>673</b>	<b>673</b>	<b>662</b>	<b>-</b>	<b>662</b>



December 9, 2016

**Ganaraska Region  
Conservation Authority**

2216 County Road 28  
Port Hope, ON L1A 3V8

Phone: 905-885-8173  
Fax: 905-885-9824  
www.grca.on.ca

MEMBER OF  
CONSERVATION ONTARIO

Mr. R. J. Clapp, CPA, CA  
Commissioner of Finance  
Regional Municipality of Durham  
605 Rossland Road East - PO Box 623  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

**Re: 2017 Operating and Special Projects Budget**

Please find the attached Ganaraska Region Conservation Authority's (GRCA) 2017 Operating and Special Projects Budget requests for funding from the Region of Durham. The operations request is based on a 2.5% increase and there is a 1.5% increase in the special projects budget. There is no CVA adjustment required. The Ganaraska Region Conservation Authority has no special requests at this time.

Should you have any questions or require further information on the above, please do not hesitate to contact the undersigned.

Sincerely,

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

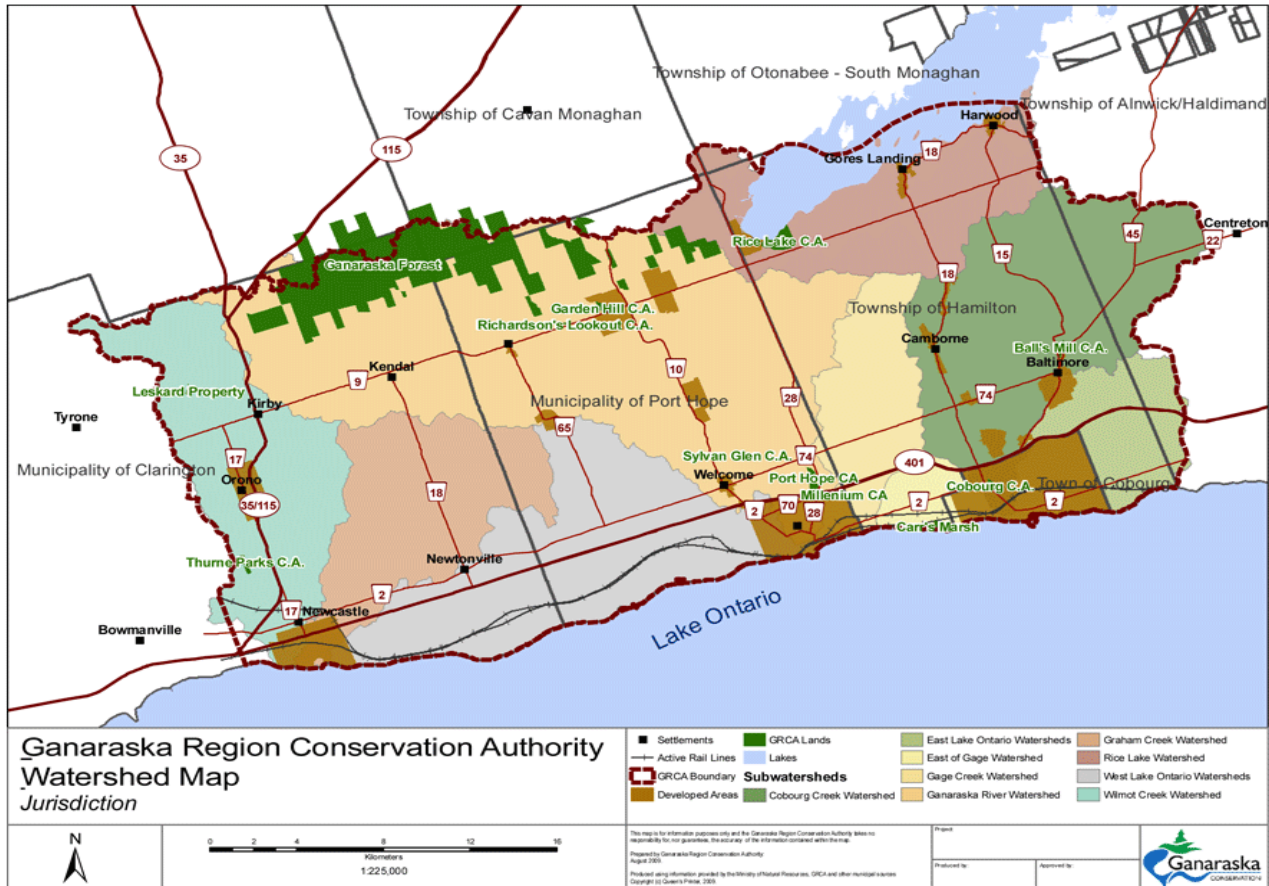
c.c. Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management  
Heather Benson, Manager Business Plans and Budgets

Encl.

## Ganaraska Region Conservation Authority

The Ganaraska Region Conservation Authority (GRCA) was formed in October 1946 under the Conservation Authorities Act and is one of the oldest conservation authorities in Ontario.

The watersheds of the GRCA covers an area of 361 square miles from Wilmot Creek in Clarington to east of Cobourg from the south shore of Rice Lake down to Lake Ontario. This area includes seven municipalities in whole or in part: Municipality of Clarington, Township of Cavan-Monaghan, Town of Cobourg, Township of Alnwick-Haldimand, Township of Hamilton, Municipality of Port Hope, and City of Kawartha Lakes.



The Ganaraska Forest is a pivotal moment in history. The largest block of continuous forest in Southern Ontario, it is a huge expanse of 11,000 acres that represents one of the most successful conservation projects ever undertaken in central Canada.

At Ganaraska Region Conservation Authority we are committed to conserving, restoring and managing the resources of the Ganaraska Region watershed. Our vision statement continues to draw on the important connection between a healthy watershed and healthy, strong sustainable communities: *“Clean water health land for healthy communities”*.

Our mission statement builds on and reflects the important responsibility GRCA has in enhancing and conserving local watersheds. *“To enhance and conserve across the Ganaraska Region watershed by serving, educating, informing and engaging.”*

**GANARASKA REGION CONSERVATION AUTHORITY  
DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2017-2021)**

OPERATIONS BUDGET	2016	2017 Forecast		2018 Forecast		2019 Forecast		2020 Forecast		2021 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>426,270</b>	<b>426,270</b>	<b>890,902</b>	<b>436,927</b>	<b>935,447</b>	<b>458,773</b>	<b>982,219</b>	<b>481,712</b>	<b>1,031,330</b>	<b>505,797</b>	<b>1,082,897</b>
Assessment Grow (Base)		5,328	22,273	10,923	23,386	11,469	24,555	12,043	25,783	12,645	27,072
Economic Adjustment (Base)		5,328	22,273	10,923	23,386	11,469	24,555	12,043	25,783	12,645	27,181
<b>TOTAL</b>	<b>426,270</b>	<b>436,927</b>	<b>935,447</b>	<b>458,773</b>	<b>982,219</b>	<b>481,712</b>	<b>1,031,330</b>	<b>505,797</b>	<b>1,082,897</b>	<b>531,087</b>	<b>1,137,150</b>

**Special Programs/Projects per Individual Authority  
GANARASKA REGION CONSERVATION AUTHORITY**

SPECIAL PROGRAMS/PROJECTS		Project or Ongoing	2016 Budget			2017 Budget			2018 Budget			2019 Budget			2020 Budget			2021 Budget		
			Region's Cost	Approved by Region	Region's Cost	Reg's% of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	Region's Cost	Reg's % of Total	Total Cost	
PROTECTION	<b>Watershed Planning/Sub Watershed Planning</b>																			
	Port Granby/Bouchette Creek Watershed Plan		0	0	0		0		0		0		0		0		0		0	
	Watershed Plan Climate Change /updateStage/Adaptation	Project	20,000	20,000	20,000	50%	40,000	20,000	50%	40,000	20,000	50%	40,000	20,000	50%	40,000	25,000	50%	50,000	
	Watershed Plan Update		0	0	0		0		0		30,000	50%	60,000	30,000	50%	60,000	30,000	50%	60,000	
	<b>Sub-total</b>		<b>20,000</b>	<b>20,000</b>	<b>20,000</b>		<b>40,000</b>	<b>20,000</b>		<b>40,000</b>	<b>20,000</b>		<b>40,000</b>	<b>50,000</b>		<b>100,000</b>	<b>55,000</b>		<b>110,000</b>	
	<b>Aquatic Resource Management Plans/Fisheries Management Plans</b>																			
	Annual Watershed Report Cards & Updates	Project	0	0	22,000	33%	67,000	25,000	36%	70,000	25,000	36%	70,000	25,000	36%	70,000	25,000	36%	70,000	
	Fisheries Management Plan Update							20,000	100%	20,000	25,000	100%	25,000	25,000	100%	25,000	25,000	100%	25,000	
	<b>Sub-total</b>		<b>0</b>	<b>0</b>	<b>22,000</b>		<b>67,000</b>	<b>25,000</b>		<b>70,000</b>	<b>25,000</b>		<b>70,000</b>	<b>50,000</b>		<b>95,000</b>	<b>50,000</b>		<b>95,000</b>	
	<b>Groundwater Management</b>																			
				33,000	33,000	33,000	49%	67,000	35,000	50%	70,000	40,000	50%	80,000	45,000	50%	90,000	50,000	50%	100,000
	<b>Sub-total</b>		<b>33,000</b>	<b>33,000</b>	<b>33,000</b>		<b>67,000</b>	<b>35,000</b>		<b>70,000</b>	<b>40,000</b>		<b>80,000</b>	<b>45,000</b>		<b>90,000</b>	<b>50,000</b>		<b>100,000</b>	
	<b>Watershed Monitoring</b>		Ongoing	35,000	35,000	35,000	52%	67,000	40,000	45%	89,000	43,000	45%	95,000	45,000	45%	100,000	48,000	44%	110,000
	<b>Sub-total</b>		<b>35,000</b>	<b>35,000</b>	<b>35,000</b>		<b>67,000</b>	<b>40,000</b>		<b>89,000</b>	<b>43,000</b>		<b>95,000</b>	<b>45,000</b>		<b>100,000</b>	<b>48,000</b>		<b>110,000</b>	
<b>Natural Heritage Mapping</b>		Ongoing	51,000	51,000	51,000	100%	51,000	53,000	60%	89,000	55,000	61%	90,000	57,000	61%	93,000	59,000	62%	95,000	
Natural Heritage Strategy Phase II -Invasive Species	Project	0	0	0		0	20,000	33%	60,000	20,000	33%	60,000	0		0	0		0		
<b>Sub-total</b>		<b>51,000</b>	<b>51,000</b>	<b>51,000</b>		<b>51,000</b>	<b>73,000</b>		<b>149,000</b>	<b>75,000</b>		<b>150,000</b>	<b>57,000</b>		<b>93,000</b>	<b>59,000</b>		<b>95,000</b>		
<b>Watershed Specific Projects/ Studies</b>																				
Oak Ridges Moraine Coalition- Ecologist	Ongoing	45,036	45,036	46,000	50%	92,000	46,000	53%	87,000	48,000	54%	89,000	48,000	54%	89,000	50,000	50%	100,000		
Oak Ridges Moraine Coalition Administration Building Capital Improvements	Ongoing	2,500	2,500	2,500	100%	2,500	3,000	10%	31,000	3,000	10%	31,000	4,000	12%	34,000	4,000	12%	34,000		
													25,000	50%	50,000	25,000	50%	50,000		
<b>Sub-total</b>		<b>47,536</b>	<b>47,536</b>	<b>48,500</b>		<b>94,500</b>	<b>49,000</b>		<b>118,000</b>	<b>51,000</b>		<b>120,000</b>	<b>52,000</b>		<b>123,000</b>	<b>79,000</b>		<b>184,000</b>		
PUBLIC USE	<b>Conservation Area Management Plans</b>																			
	Ganaraska Forest Management Plan		25,000	25,000	0		0		0		0		0		0		0		0	
			0	0	0		0		0		0		0		0		0		0	
<b>Sub-total</b>		<b>25,000</b>	<b>25,000</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>		
REGULATION	<b>Flood Forecasting/Warning</b>																			
	Stream Gauge Replacement	Project	5,000	5,000	0		0		0		0		6,000	75%	8,000	6,000	75%	8,000		
	<b>Sub-total</b>		<b>5,000</b>	<b>5,000</b>	<b>0</b>		<b>0</b>	<b>0</b>		<b>0</b>	<b>0</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	15,000	15,000	15,359	42%	37,000	30,000	50%	60,000	30,000	50%	60,000	30,000	50%	60,000	30,000	50%	60,000	
	Generic Regulation Policy and Mapping	Project	0	0	0		0	32,000	46%	70,000	35,000	50%	70,000	35,000	50%	70,000	0		0	
	Lake Ontario Shoreline Erosion/Fld Mapping	Project	15,000	15,000	0	100%	15,000	0	0%	15,000	0	0%	15,000	0	0%	15,000	0	0%	15,000	
	Update Hazard Policies & Procedures	Project	0	0	0		0	0		0	0		0	16,000	100%	16,000	16,000	100%	16,000	
Data Management	Project						25,000	50%	50,000	25,000	50%	50,000	40,000	44%	90,000	40,000	44%	90,000		
<b>Sub-total</b>		<b>30,000</b>	<b>30,000</b>	<b>15,359</b>		<b>52,000</b>	<b>87,000</b>		<b>195,000</b>	<b>90,000</b>		<b>180,000</b>	<b>121,000</b>		<b>236,000</b>	<b>86,000</b>		<b>166,000</b>		
<b>TOTAL CAPITAL</b>			<b>\$246,536</b>	<b>\$246,536</b>	<b>\$224,859</b>		<b>\$438,500</b>	<b>\$329,000</b>		<b>\$731,000</b>	<b>\$344,000</b>		<b>\$735,000</b>	<b>\$426,000</b>		<b>\$845,000</b>	<b>\$433,000</b>		<b>\$868,000</b>	
<b>Oak Ridges Moraine Conservation Plan &amp; Gap Filling</b>			0	0	0		0		0	0		0	0		0	0		0		
<b>Sub-total</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>0</b>		<b>0</b>		
<b>Regional Land Securement</b>			0	0	0		0		0	0		0	0		0	0		0		
<b>Sub-total</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>0</b>		<b>0</b>		



## 2017 Business Plan

## Toronto and Region Conservation Authority

By Program (\$,000's)	2016		2017		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Change \$	Proposed Budget \$
<b>1 Operating Programs</b>	597	597	611	-	611
<b>2 Special Benefiting Programs</b>					
Administrative Office Building	-	-	42	-	42
Watershed Planning	172	125	111	-	111
Aquatic Resources/Fisheries	-	47	67	-	67
Groundwater Management	-	-	-	-	-
Watershed Monitoring	93	93	206	-	206
Natural Heritage Mapping	90	90	100	-	100
Flood Forecasting/Warning	108	108	55	-	55
Natural Hazard Mapping	80	80	34	-	34
Watershed Specific Projects	205	205	187	-	187
<b>Special Benefiting Programs Subtotal</b>	<b>748</b>	<b>748</b>	<b>802</b>	<b>-</b>	<b>802</b>
<b>4 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>1,520</b>	<b>1,520</b>	<b>1,588</b>	<b>-</b>	<b>1,588</b>



19 January 2017

Jim Clapp, Commissioner of Finance and Treasurer  
Brian Bridgeman, Commissioner of Planning and Economic Development  
Regional Municipality of Durham  
P.O. Box 623  
605 Rossland Road East  
Whitby, ON L1N 6A3

**SENT VIA EMAIL**

Dear Mr. Bridgeman and Mr. Clapp:

**Re: Revised Toronto and Region Conservation Authority (TRCA) Budget Submission**

TRCA is pleased to provide its preliminary budget submission covering the period 2017 to 2020. The general levy request for 2017 and for subsequent years is just over 2%, impacted mostly by inflationary pressures on wages and employee benefits. TRCA's 2017 operating budget will amount to approximately \$47 million. Durham's 2017 share of the TRCA operating budget, as represented by the general levy, is \$611,000.

Excluding the Groundwater Management Project, which is funded at 2016 levels as agreed to by the partner municipalities, TRCA's 2017 request for Special Benefiting Program funding amounts to \$759,220, an increase of \$11,220 or 1.5% over 2016. While the annual funding from Durham Region helps TRCA meet its regulatory requirements, there still exist many unfunded pressures and priorities. These "unmet" needs align with Durham's updated Strategic Plan (2015) and will help meet our mutual goal for Durham to grow sustainable communities and to protect the natural environment. Our staff would welcome the opportunity to discuss the Region's priorities for 2017 and beyond.

The overall priority for TRCA which we respectfully ask the Region to consider, in addition to the funding guideline, starting in 2017 is for the construction of a new head office, as noted within the "Unmet Needs" section of the submission. The annual financial commitment for the Region will amount to \$42,371. Other TRCA priorities include implementing a capital asset management plan; supporting critical greenspace management activities; and a contribution to the National Disaster Mitigation Program which would qualify TRCA for federal funding towards selected Durham projects over the next five years.

**New TRCA Head Office**

The new head office administration building will be located on the site of the Authority's former head office, which was closed in May 2015. The lease for the interim head office in Vaughan expires in June 2021. TRCA intends to have the new office constructed in time for occupancy prior to the expiry of the existing lease. In addition to sound environmental design, the planned six storey, 100,000 square foot building will contribute to the revitalisation of the Black Creek community (a City of Toronto Neighborhood Improvement Area) and provide meeting and collaboration space for TRCA partners.

### **Asset Management Plan**

TRCA's Asset Management Program will be consistent with those of our regional municipal partners and will comply with provincial guidelines on asset management planning. This program will allow TRCA to better integrate asset management and planning to minimize unexpected requests for capital, more efficiently and effectively manage our assets, and ensure the sustainability of our land and infrastructure to serve the public and meet the demands of the future. An annual plan of scheduled activities will maintain state of good repair through ongoing proactive maintenance, repairs, and end-of-life replacement or retirement.

### **Greenspace Management**

TRCA welcomes the opportunity to participate in the Region's current exercise to determine a mutually beneficial funding formula for greenspace management for all five Conservation Authorities in Durham. While the Authority respects this process, we recognize the ongoing need to address urgent hazard management requirements for conservation lands and trails which serve and are valued by the public. Ongoing state of good repair and asset management needs can be addressed as part of the overall greenspace management discussions.

### **National Disaster Mitigation Program**

In 2015, the federal government established the National Disaster Mitigation Program (NDMP) that allocates \$200 million over five years towards 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 prioritised 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. Project proponents must contribute 50% of the costs from existing or confirmed funding.

The Authority would be able to utilize NDMP funding to accelerate flood mitigation initiatives such as floodplain mapping updates, temporary stream gauges, and hydrology updates. There are a number of locations within TRCA's portion of Durham Region that would benefit from updated hydrology and floodplain mapping.

My staff and I welcome the opportunity to discuss future funding prospects for any of these initiatives with you at your convenience. Thank you for your continued support.

Sincerely,



Brian Denney P.Eng  
Chief Executive Officer

cc. Maria Augimeri, Chair, TRCA  
Regional Councillor Kevin Ashe, City of Pickering  
Regional Councillor Jack Ballinger, Township of Uxbridge  
Regional Councillor Colleen Jordan, Town of Ajax  
Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management  
Chris Darling, Chief Administrative Officer, Central Lake Ontario Conservation Authority  
Linda Laliberte, General Manager, Ganaraska Region Conservation Authority  
Rob Messervey, Chief Administrative Officer, Kawartha Region Conservation Authority  
Mike Walters, Chief Administrative Officer, Lake Simcoe Region Conservation Authority

/Encl.



## 2017 - 2020 TRCA Region of Durham Budget Submission Executive Summary

Toronto and Region Conservation Authority (TRCA) was established in 1957, following an amalgamation of four local area conservation authorities, each of which had been established following the introduction of the *Conservation Authorities Act* (Act) in 1946. The Act was a provincial response to the growing recognition of the state of deterioration of its natural resources and the potential impact that this could have on general economic viability in the post war era. Section 20 of the Act describes the mandate of conservation authorities: "The objects of an authority are to establish and undertake, in the area over which it has jurisdiction, a program designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals."

TRCA has always had a unique and challenging role as the conservation authority charged with management of the natural and water resources of Canada's largest urban centre. Over TRCA's six decades of existence, the scope of environmental and sustainability challenges facing the Toronto region has expanded significantly. The problems of deforestation and soil erosion caused by agricultural expansion in the early twentieth century have been replaced by the impacts of extensive urban development on water quality, riverbank erosion, flood risk, ecosystem loss, degradation of greenspace and air quality, to name a few. Further, international sustainability crises such as climate change and the worldwide loss of biodiversity point to the need for communities in the Toronto region to live and act more sustainably in recognition of our global impact. Over time, TRCA has evolved its programming to continue to provide benefit and value to its partner communities as these new issues and priorities have emerged. The story of TRCA has been one of continuous evolution and adaptation in response to changes in science, community demands and public policy. TRCA's vision and mission statements reflect that evolution:

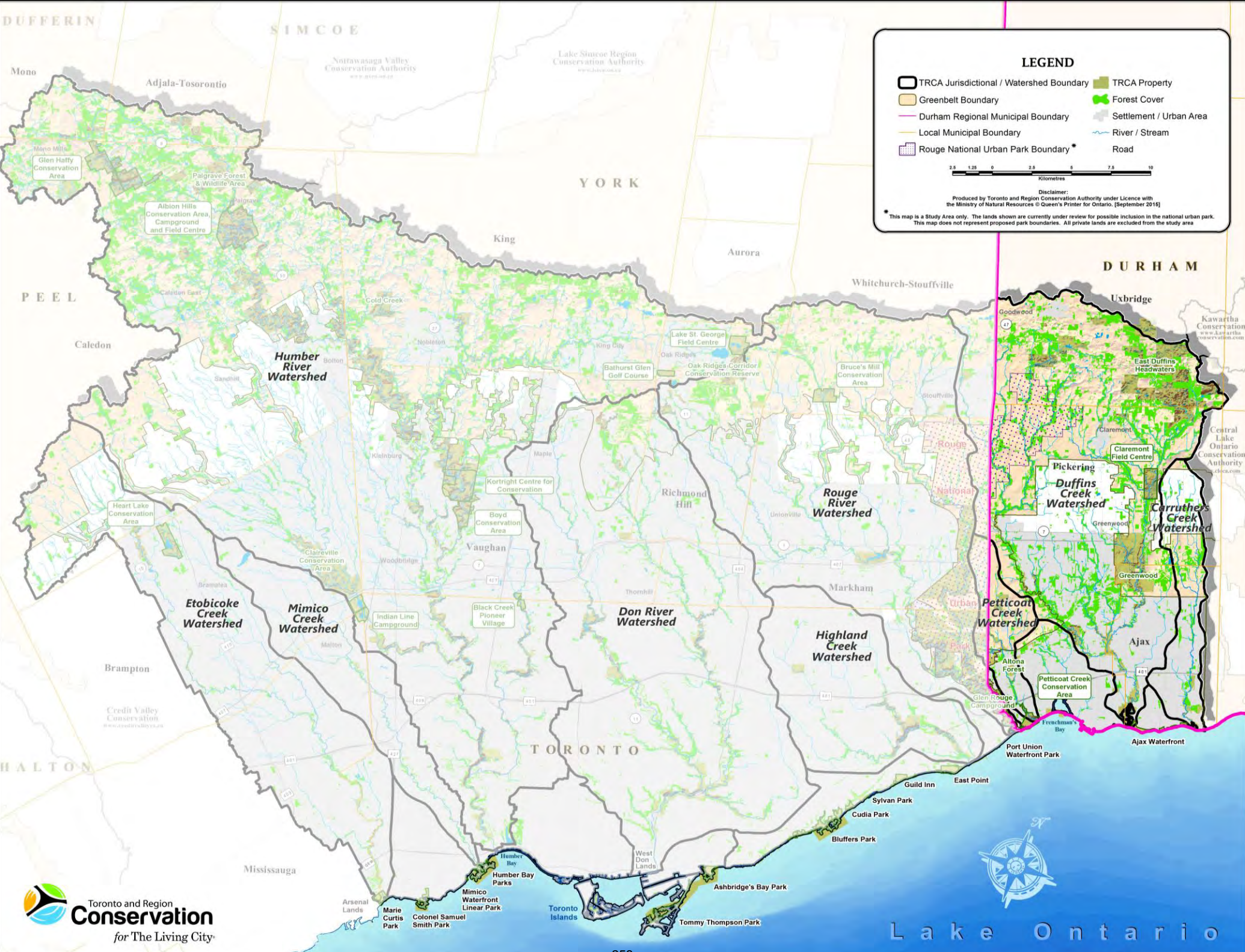
Vision statement: "The quality of life on Earth is being created in rapidly expanding city regions. Our vision is for a new kind of community, *The Living City*, where human settlement can flourish forever as part of nature's beauty and diversity."

Mission statement: "To work with our partners to ensure that *The Living City* is built upon a natural foundation of healthy rivers and shorelines, greenspace and biodiversity and sustainable communities."

The four pillars of *The Living City* are: *Healthy Rivers and Shorelines; Greenspace and Biodiversity; Sustainability Communities; and Business Excellence, a green economy and responsive government.* TRCA works with its partners to pursue *The Living City* vision in a way that is appropriate to the context of the modern Toronto region. TRCA is committed to safeguarding and enhancing the health and well-being of the residents of the Toronto region through the protection and restoration of the natural environment and the fundamental ecological services our environment provides. TRCA will work in a cooperative, open and accountable manner with our partners to find solutions that improve the quality of life in the dynamic communities of the Toronto region. In order to build a foundation for our Strategic Plan, TRCA's developed the following Guiding Principles:

- People are part of nature. Looking after one entails taking care of the other.
- Natural systems provide fundamental and irreplaceable benefits that are vital to our health and well-being and quality of life.
- "Systems thinking" leads to the most effective solutions.
- All residents deserve opportunities to help shape the future of their community.





**LEGEND**

- TRCA Jurisdictional / Watershed Boundary
- Greenbelt Boundary
- Durham Regional Municipal Boundary
- Local Municipal Boundary
- Rouge National Urban Park Boundary\*
- TRCA Property
- Forest Cover
- Settlement / Urban Area
- River / Stream
- Road



Disclaimer:  
Produced by Toronto and Region Conservation Authority under Licence with the Ministry of Natural Resources © Queen's Printer for Ontario, [September 2016]

\* This map is a Study Area only. The lands shown are currently under review for possible inclusion in the national urban park. This map does not represent proposed park boundaries. All private lands are excluded from the study area.



**Toronto and Region Conservation Authority  
2017 Budget Submission  
Region of Durham**

By Program	Approved Budget	Projected Budget				2017 over 2016 Change \$	2017 over 2016 %
	2016	2017	2018	2019	2020		
<b>General Benefiting Operating Levy</b>	<b>596,500</b>	<b>611,000</b>	<b>631,000</b>	<b>652,000</b>	<b>673,000</b>	14,500	2.43%
TRCA Operating	549,000	568,000	588,000	609,000	630,000		
<b>Special Benefiting Programs</b>							
Duffins-Carruthers Watershed Plan Implementation	50,000	47,220	50,000	51,000	52,000		
Durham Stewardship Program	64,000	50,000	51,000	52,000	53,000		
Watershed Plan Development	0	0	0	44,000	45,000		
Watershed and Environmental Report Cards	0	0	0	30,000	30,000		
Climate Change - Research and Adaptation	0	9,000	9,000	9,000	9,000		
Community Transformation Partnership Program - CVA	0	4,000	4,000	4,000	4,000		
<b>Watershed Planning</b>	<b>114,000</b>	<b>110,220</b>	<b>114,000</b>	<b>190,000</b>	<b>193,000</b>	(3,780)	-3.32%
Regional Watershed Monitoring Program	92,800	206,000	206,000	208,000	218,000		
<b>Regional Watershed Monitoring</b>	<b>92,800</b>	<b>206,000</b>	<b>206,000</b>	<b>208,000</b>	<b>218,000</b>	113,200	121.98%
Terrestrial Natural Heritage Implementation Program	40,000	35,000	36,000	37,000	38,000		
Terrestrial Ecosystem Science Program	25,000	19,000	21,000	22,000	23,000		
Terrestrial Natural Heritage Field Inventory Program	25,000	46,000	50,000	50,000	51,000		
<b>Natural Heritage Mapping</b>	<b>90,000</b>	<b>100,000</b>	<b>107,000</b>	<b>109,000</b>	<b>112,000</b>	10,000	11.11%
Flood Gauging (Flood Maintenance)	21,000	35,000	35,000	35,000	36,000		
Flood Control Infrastructure Maintenance	22,000	20,000	23,000	24,000	25,000		
Durham Watershed Stream Gauging Program	42,000	0	0	0	0		
<b>Floodworks &amp; Flood Warning System</b>	<b>85,000</b>	<b>55,000</b>	<b>58,000</b>	<b>59,000</b>	<b>61,000</b>	(30,000)	-35.29%
Watershed Erosion Monitoring and Maintenance Program	23,000	0	0	0	0		
<b>Erosion Monitoring and Maintenance Program (also see below)</b>	<b>23,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	(23,000)	-100.00%
TRCA Flood Line Mapping Program	20,000	20,000	21,000	22,000	23,000		
Planning & Regulation Policy Updates Program	35,000	8,000	8,000	8,000	8,000		
Growth Management and Specialized Planning Studies Program	25,000	6,000	6,000	6,000	6,000		
<b>Flood Vulnerable Areas Map Updates</b>	<b>80,000</b>	<b>34,000</b>	<b>35,000</b>	<b>36,000</b>	<b>37,000</b>	(46,000)	-57.50%
Aquatic Ecosystem Science Program	10,000	33,000	33,000	33,000	34,000		
Duffins-Carruthers Fish Management Plan Implementation	37,000	34,000	36,000	37,000	38,000		
<b>Aquatic Resources/Fisheries</b>	<b>47,000</b>	<b>67,000</b>	<b>69,000</b>	<b>70,000</b>	<b>72,000</b>	20,000	42.55%
Durham Watershed Trails Program	65,000	65,000	67,000	69,000	71,000		
Durham Waterfront Trails Program	45,000	30,000	31,000	32,000	33,000		
Managing Hazard Trees Program	33,200	33,000	34,000	35,000	36,000		
<b>Watershed Specific - Trails and Hazard Trees</b>	<b>143,200</b>	<b>128,000</b>	<b>132,000</b>	<b>136,000</b>	<b>140,000</b>	(15,200)	-10.61%
Frenchman's Bay Management Plan Program	10,000	10,000	10,000	12,000	12,000		
Pickering Harbourfront Regeneration Project	20,000	0	0	0	0		
Canada Goose Management Program	7,000	0	0	0	0		
Duffins Marsh Restoration Program	36,000	35,000	36,000	37,000	38,000		
Bioregional Seed Crop Program	-	14,000	14,000	14,000	14,000		
Rural Clean Water Program	-	-	18,000	18,000	18,000		
<b>Watershed Specific - Durham Waterfront</b>	<b>73,000</b>	<b>59,000</b>	<b>78,000</b>	<b>81,000</b>	<b>82,000</b>	(14,000)	-19.18%
<b>Sub-Total</b>	<b>748,000</b>	<b>759,220</b>	<b>799,000</b>	<b>889,000</b>	<b>915,000</b>	11,220	1.50%
Groundwater Management	175,000	175,000	175,000	175,000	175,000		
<b>Total net Program Costs</b>	<b>1,519,500</b>	<b>1,545,220</b>	<b>1,605,000</b>	<b>1,716,000</b>	<b>1,763,000</b>	25,720	1.69%
<b>Additional 2017 Funding Request</b>							
Office Facility		42,371	42,371	42,371	42,371		
<b>Unmet Needs</b>							
Capital Asset Management Plan Implementation		28,000	28,000	250,000	250,000		
Greenspace Management		200,000	200,000	200,000	200,000		
Natural Disaster Mitigation Program		150,000	120,000	140,000	125,000		
<b>Total net Program Costs (including Enhancements)</b>	<b>1,519,500</b>	<b>1,965,591</b>	<b>1,995,371</b>	<b>2,348,371</b>	<b>2,380,371</b>		





## 2017 Business Plan

## Lake Simcoe Region Conservation Authority

By Program  (\$,000's)	2016		2017		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Change \$	Proposed Budget \$
<b>1 Operating Programs</b>	254	254	260	(2)	258
<b>2 Special Benefiting Programs</b>					
Watershed Planning	77	77	77	-	77
Watershed Monitoring	36	36	37	-	37
Natural Heritage Mapping	5	5	6	-	6
Conservation Area Management Plans	27	27	28	-	28
Flood Forecasting/Warning	7	7	8	-	8
Natural Hazard Mapping	20	20	20	-	20
Watershed Specific Projects	284	284	287	-	287
<b>Special Benefiting Programs             Subtotal</b>	<b>456</b>	<b>456</b>	<b>463</b>	<b>-</b>	<b>463</b>
<b>3 Special One-Time Funding</b>					
Lake Simcoe - Beaver River Wetland Trail Upgrades	50	50	-	-	-
Lake Simcoe - Scanlon Creek Operations Centre	24	24	24	-	24
<b>Special One-Time Funding             Subtotal</b>	<b>74</b>	<b>74</b>	<b>24</b>	<b>-</b>	<b>24</b>
<b>Net Program Expenses</b>	<b>784</b>	<b>784</b>	<b>747</b>	<b>(2)</b>	<b>745</b>



January 18, 2017

Mr. Jim Clapp  
Finance Commissioner  
The Regional Municipality of Durham  
605 Rossland Road East  
Whitby, ON L1N 6A3

Dear Mr. Clapp:

**Re: 2017 Lake Simcoe Region Conservation Authority Capital & Operations Budget**

We are attaching the 2017 budget submission documents, which reflect in total the Durham Region guidelines. The schedules for 2017 for the Lake Simcoe Region Conservation Authority (LSRCA) include:

- Schedule 1 – Operations budget – includes 2017 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. It is challenging to establish a budget that meets the requirements of LSRCA's Board of Directors' guidelines, accommodates all nine municipal funding partners' guidelines, and has the allocation of the increase apportioned using the Current Value Assessment (CVA) rules.

We have taken the same approach as prior years to balance the total increases applied to the individual levies with the total guideline increase permitted using the 2.5% percent increase on the operating budgets and the 1.5% percent increase on special benefitting budget which provide for a total increase of \$13,198. The operating budget increases and special operating levy increased by \$6,351 and the special benefitting increase is \$6,847. Together these increases total the \$13, 198, before the CVA adjustment, and this amount agrees with the guideline. The CVA adjustment is (\$1,585).

We very much appreciate the support that the Region of Durham continues to provide our Authority and would like to especially thank staff for their assistance in preparing this budget request. Please do not hesitate to contact me if you have additional questions.

Yours truly,

A handwritten signature in black ink, appearing to read "Michael Walters".

Michael Walters  
Chief Administrative Officer

## **Durham Region Budget**

### **Lake Simcoe Region Conservation Authority: 2016 Activities**

#### **1.0 Introduction**

The Lake Simcoe Region Conservation Authority (LSRCA) has been dedicated to conserving, restoring and managing the Lake Simcoe watershed since 1951. Thanks to our federal, provincial, municipal and community partners, we build on a tradition of success and provide the leadership needed to protect what is natural and restore what has degraded in our watershed.

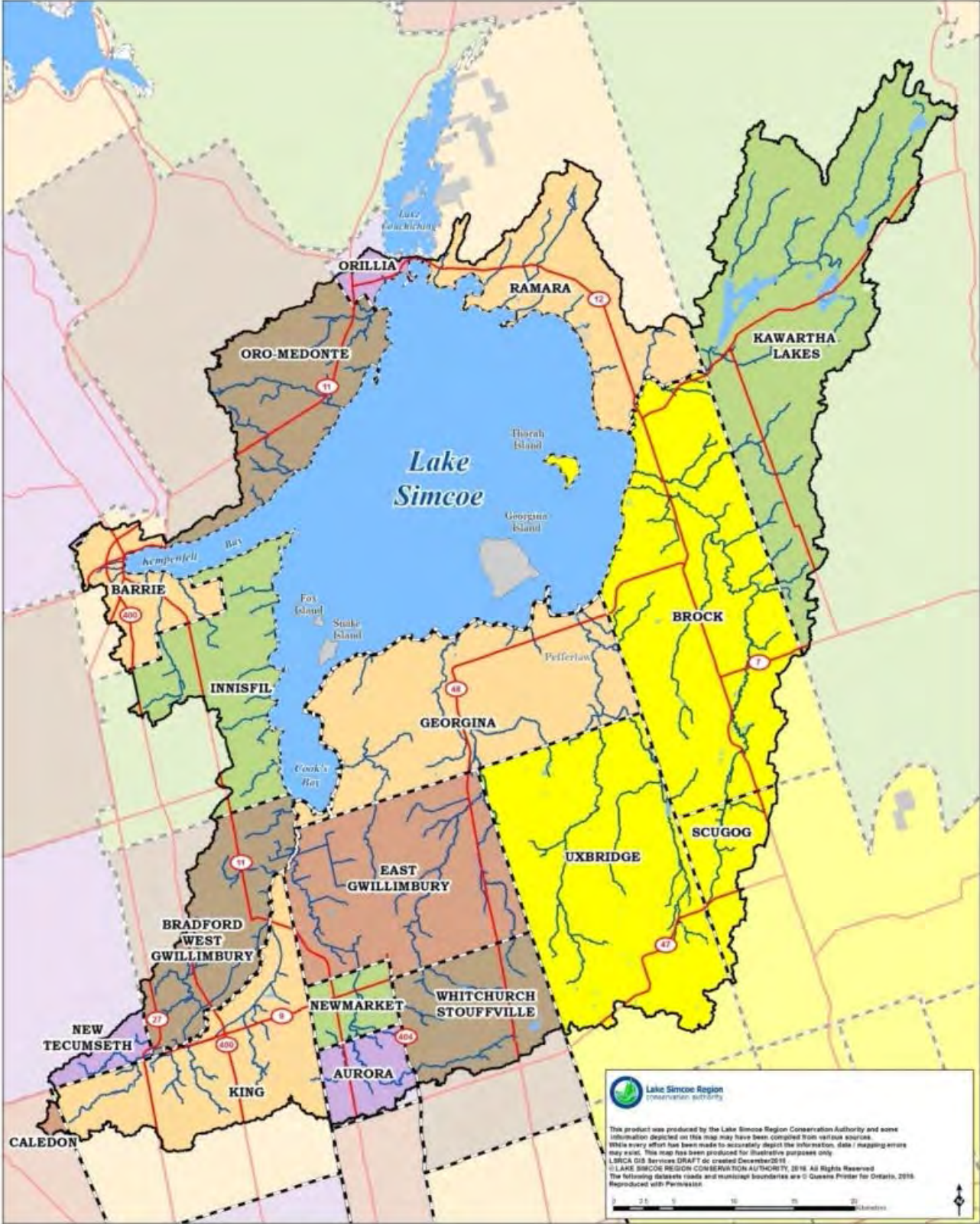
Our Vision for the watershed is a thriving environment that inspires and sustains us for generations to come. This outcome will be achieved through our mission to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.

More specifically the LSRCA works to protect people and their property from flooding and erosion hazards, to protect natural areas and open space, to restore and protect aquatic and natural habitats, to provide recreational and education opportunities to watershed residents, and to provide science-based advice and services.

LSRCA follows the core principles that make conservation authorities unique – watershed jurisdiction, local decision making and funding partnerships. It's a governance model that has proven effective for government and community partners to make collective and informed decisions that impact the present and future health of the Lake Simcoe watershed.

#### **2.0 Our Shared Geography**

A total of 21 rivers and streams with a combined length of almost 100 km drain the 793 km<sup>2</sup> of the Regional Municipality of Durham located within the Lake Simcoe watershed. The municipality has 17.5 kilometers of shoreline along Lake Simcoe located in the Township of Brock (6% of the entire Lake Simcoe shoreline). Agriculture is the primary land use within the Region's portion of the Lake Simcoe watershed at 51% of the total area followed by natural heritage features (wetlands, forests, and grasslands) at 41% and urban areas at 5%. The remaining 3% is comprised of aggregate resources and recreation lands (golf courses).



### 3.0 Our Accomplishments in 2016

The Regional Municipality of Durham has been a valued member of the Lake Simcoe Region Conservation Authority since 1971. The partnership continues to provide significant benefits to watershed residents made possible through the funding support that the Authority receives especially from its municipal partners. In 2016 the Authority celebrated its 65 year in operation with the release of a new five year Strategic Plan entitled *Vision to Action, Action to Results 2016-2021*. The plan was developed after extensive consultations with our partners to where possible better align our business areas to the needs of our municipalities and provide greater value. It is our hope that we are succeeding and would like to highlight some of our shared accomplishments in 2016 within the Regional of Durham.

Vision to Action, Action to Results contains four key goals, nine outcomes and forty-two activities. To demonstrate that we are serious in our commitment to achieve the strategic outcomes accomplishments are presented within the framework of the four key goals which include:



**Safer, Healthier, Livable Watershed**



**Improved Knowledge and Increased Certainty**



**Connected and Engaged Watershed Community**



**A Stronger and more Valued Organization**

**Goal 1: Support a safer, healthier and livable watershed through exceptional integrated watershed management.**

#### Priority Actions

- ✓ Engaged in preliminary research with neighboring conservation authorities to expand our flood warning and forecasting emergency management system.
- ✓ Developed a strategy to reduce winter road salt use.
- ✓ Established the basis of a collaborative with the insurance industry to reduce flood risks.
- ✓ Launched new Better Site Design Guidelines involving low impact development design to reduce stormwater runoff, improve water quality and reduce flooding.
- ✓ Developed a framework for the phosphorus offsetting program with the Ministry of Environment and Climate Change.
- ✓ Updated our rural stewardship program. Launch is anticipated in spring 2017.
- ✓ Developed a new Urban Restoration Program for launch in early 2017.
- ✓ Formalized an agreement with MOECC to create an enhanced sediment and erosion control program in 2017.
- ✓ Initiated the Natural Heritage System Restoration Strategy a two year project to be completed at the end of 2017.
- ✓ Continued to green our business - constructed head office parking lot expansion using Low Impact Development features and we'll be installing rooftop solar panels in 2017.



**Goal 2: Improve knowledge and increase certainty through excellence in research and scientific knowledge.**

- ✓ Built the framework for an online reporting tool to track and report on key environmental trends and share with the public in a user friendly format.
- ✓ Created a new open data portal to provide access to environmental monitoring data.
- ✓ Partnered with Lakehead University to develop a Discovery Grant program for the Natural Science and Engineering Research Council of Canada to address carbon reduction across the watershed.
- ✓ Hosted the second citizen science-focused Bio-blitz event at Scanlon Creek Conservation Area.
- ✓ Developed a decision matrix to identify and compare knowledge gaps that pose a significant risk to resource management.

**Goal 3: Create a more connected and engaged watershed community through education and engagement.**

- ✓ Initiated several new program partnerships within the education department and launched 5 new programs, including programs for seniors and new Canadians.
- ✓ Expanded our reach to high school teachers through professional development training and to grade 11 and 12 Specialist High Skills Major students through the launch of our first certification course.
- ✓ Engaged pre-service teacher candidates.
- ✓ Partnered with Georgina's Healthy Kids Community Challenge to promote drinking water.
- ✓ Strengthened our alliance with First Nations through various activities: Georgina Island Pow Wow, Rama Health Fair, and Georgina Island Fishing Day.
- ✓ Continue to expand our social media community, reaching more and more watershed residents, businesses and community groups.

**Goal 4: Build a stronger and more valued organization through business excellence.**

- ✓ Created a performance management module to set the stage for implementation of our Talent Management Strategy.
- ✓ Sponsored all-employee diversity and inclusiveness training sessions.
- ✓ Participated in Municipal Diversity and Inclusion Group (MDIG) to support the creation of a more accessible, diverse and inclusive workplace.
- ✓ Finalizing negotiations with MOECC for the transfer of responsibility for review of Environmental Compliance Approvals.

## 4.0 Some Accomplishments Specific to Durham Region

### 4.1 Durham Regional Forest

LSRCA continued to manage Durham Regional Forest (DRF) under our 10-year agreement with Durham Region. Management costs are revenue neutral for LSRCA and for 2016 DR can anticipate a surplus will be returned to them as the revenues secured for the harvest exceeded operating costs. DRF is composed of over 596ha of forest on 6 tracts in the headwaters of Uxbridge and Pefferlaw Brooks, on the Oak Ridges Moraine and within Uxbridge Township. The forest provides environmental and social benefits to the community. Revenues derived from forest management and special use permits are reinvested in forest management. Community use of the forest includes mountain biking, hiking, outdoor education, nature appreciation and horseback riding. The forest provides connections to a variety of regional trail networks (Durham Region network, Trans-Canada, Oak Ridges).

Under the terms of our Management Agreement LSRCA is responsible for all aspects of land management. Some of the activities undertaken in 2016 include:

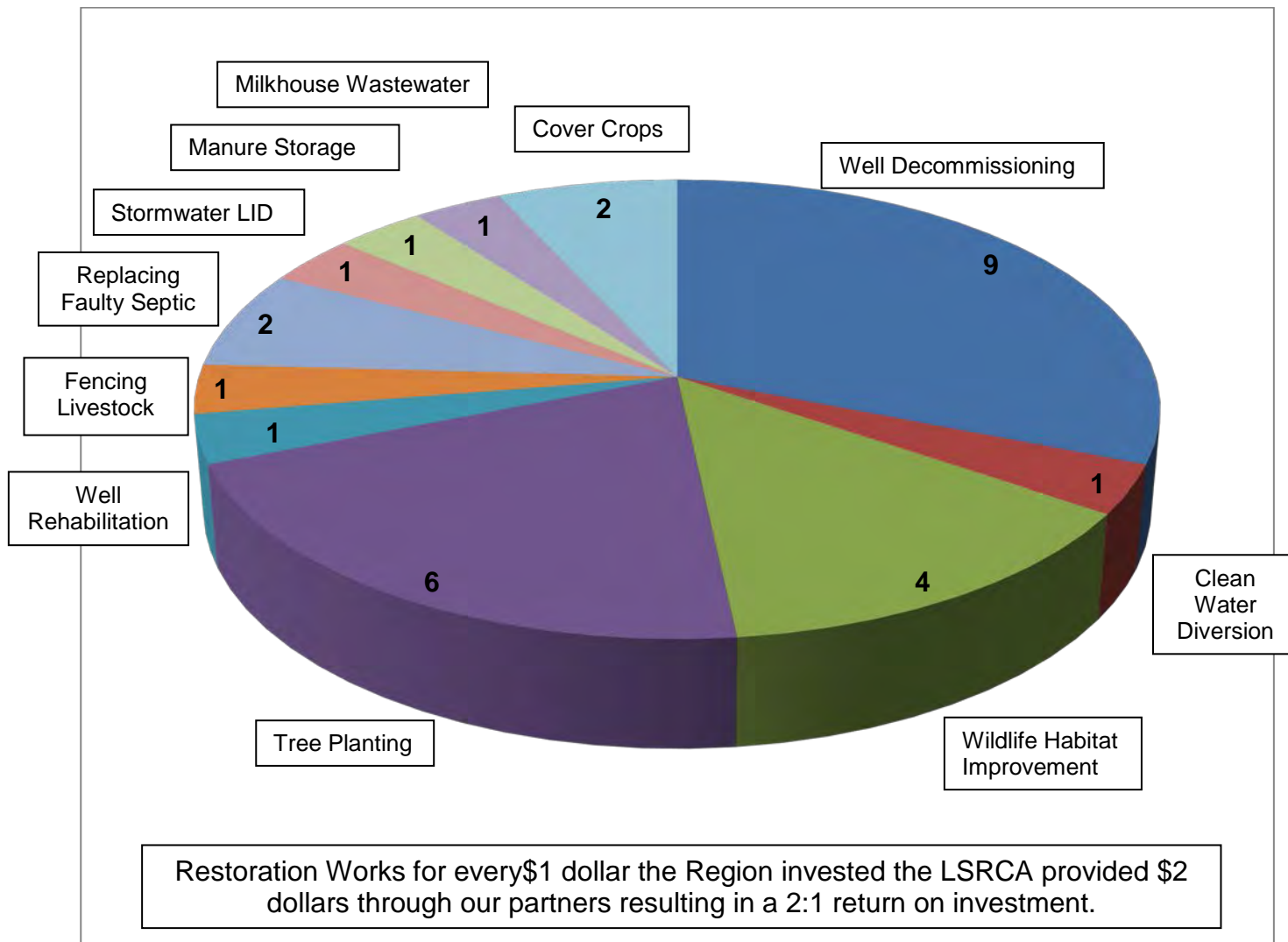
- Installation of new signage at access gates and property boundaries in partnership with Durham Region staff.
- Inspection, maintenance and hazard tree management activities along over 63km of recreational trails
- Building of over 1.3km of new sustainable single-track recreational trail in partnership with Durham Mountain Bike Association (DMBA).
- Tendered and supervised harvesting activities at the Main Tract, involving the removal of over 1,400 red pine poles to promote forest regeneration.
- Issued 12 Special Use Permits to host a variety of community events, including the Oracle Trail Race, Ontario's first winter all trail ultra-race.

### 4.2 Restoration Projects

A total of 29 restoration projects were completed in 2016 at a total cost of \$316,000. The numbers and types of projects are provided in Figure 1.0. A total of nine events were held within the Region including five tree planting events and four workshops with topics ranging from stormwater management to shoreline protection.

For every dollar invested by Durham Region the LSRCA was able provided two dollars through our other partners resulting in a 2:1 return on investment. Restoration projects are designed to mitigate the impact of climate change, improve water quality and reducing the severity and frequency of flooding.

**Figure 1.0 Number and Type of Restoration Projects Completed in Durham Region**



## 4.2 Outreach Education

A total of 435 students were engaged from 4 schools in Durham Region in 2016 (Holy Family Catholic School, Beaverton, Quaker Village Public School, Uxbridge, Joseph Gould Public School, Uxbridge, and Uxbridge Public School). Programs delivered included the Aquatic Plants Program and Yellow Fish Road. The Aquatic Plant Program involves students growing plants in the classroom and transplanting them with Authority staff to improve environmental health. The Yellow Fish Road program engages students who paint yellow fish next to storm-sewers and provides residents with do's and don'ts to reduce urban runoff and pollution.

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 2016 Annual Report will be available on-line after January 27, 2017 and a final audited statement will be provided by the end of March.

### Schedule 1 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2017-2021)

OPERATIONS BUDGET	2016 Actual		2017 Request		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Program Operations	233,403	233,403	233,403	<b>3,655,481</b>	237,756	<b>3,783,423</b>	248,486	<b>3,915,843</b>	259,753	<b>4,052,897</b>	271,583	<b>4,194,749</b>
Other Programs												
Assessment Growth (CVA)			(1,585)									
Economic Adjustment (Base)			5,938		8,321		8,613		8,998		9,406	
<b>Budget Request per Guideline</b>	<b>233,403</b>	<b>233,403</b>	<b>237,756</b>	<b>3,655,481</b>	<b>246,077</b>	<b>3,783,423</b>	<b>257,099</b>	<b>3,915,843</b>	<b>268,751</b>	<b>4,052,897</b>	<b>280,989</b>	<b>4,194,749</b>

### Schedule 2 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Benefitting Levy (2017-2021)

Special Benefitting Levy	2016 Actual		2017 Request		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Special Benefitting Levy	456,435	451,810	456,435	<b>4,342,380</b>	463,282	<b>4,491,298</b>	471,894	<b>4,645,429</b>	480,760	<b>4,804,954</b>	489,889	<b>4,970,062</b>
Assessment Growth												
Economic Adjustment (Base)		4,625	6,847		8,612		8,866		9,129		9,402	
<b>Budget Request per Guideline</b>	<b>456,435</b>	<b>456,435</b>	<b>463,282</b>	<b>4,342,380</b>	<b>471,894</b>	<b>4,491,298</b>	<b>480,760</b>	<b>4,645,429</b>	<b>489,889</b>	<b>4,804,954</b>	<b>499,291</b>	<b>4,970,062</b>

<b>Schedule 3 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Operating Levy (2017-2021)</b>												
	2016 Actual		2017 Request		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Wages & Benefits	14,828	14,828	14,828	<b>223,736</b>	15,125	<b>228,211</b>	15,427	<b>232,775</b>	15,736	<b>237,430</b>	16,050	<b>242,179</b>
Ed Centre - Operations	5,811	5,811	5,811	<b>82,784</b>	6,046	<b>86,923</b>	6,166	<b>91,269</b>	6,290	<b>95,833</b>	6,416	<b>100,624</b>
Economic Adjustment (Base)			297		302		309		315		321	
<b>Budget Request per Guideline</b>	<b>20,639</b>	<b>20,639</b>	<b>21,052</b>	<b>306,520</b>	<b>21,473</b>	<b>315,134</b>	<b>21,902</b>	<b>324,044</b>	<b>22,340</b>	<b>333,263</b>	<b>22,787</b>	<b>342,804</b>

<b>Schedule 4 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR One-Time Requests (2017-2021)</b>												
	2016 Actual		2017 Request		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
	Request to Region	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
<b>LAKE SIMCOE REGION C.A.</b>												
Beaver River Trail Upgrades	50,000	50,000										
Asset capital work-Ed Centre	24,000	24,000	24,000	<b>24,000</b>	19,239	<b>19,239</b>						
IT Infrastructure Upgrades					11,000							
Phase II NC Education facility							35,000		81,000			
New NC Education facility												
<b>Budget Request per Guideline</b>	<b>74,000</b>	<b>74,000</b>	<b>24,000</b>	<b>24,000</b>	<b>29,239</b>	<b>19,239</b>	<b>35,000</b>	<b>0</b>	<b>81,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

LAKE SIMCOE REGION CONSERVATION AUTHORITY - Schedule 5

SPECIAL BENEFITTING LEVY		Durham %	2017 Proposed Budget		2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast	
			Request to Region	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
PROTECTION	<b>Watershed Planning, Implementation and Monitoring</b>											
	Sub-watershed Planning, Implementation and Monitoring	100.0%	77,571	77,571								
	<b>Total Watershed Planning</b>		<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>	<b>77,571</b>
	<b>Watershed Science - Monitoring</b>											
	Open Lake Monitoring	6.0%	13,503	226,900	13,976	234,842	14,465	243,061	14,971	251,568	15,495	260,373
	Surface Water Monitoring	5.7%	7,708	134,424	7,978	139,129	8,257	143,998	8,546	149,038	8,845	154,255
	Groundwater Monitoring	5.6%	7,085	126,885	7,333	131,326	7,590	135,922	7,855	140,680	8,130	145,603
	Water Response	5.3%	8,690	163,408	8,994	169,127	9,309	175,047	9,635	181,173	9,972	187,514
	<b>Total Watershed Monitoring</b>		<b>36,986</b>	<b>651,617</b>	<b>38,281</b>	<b>674,424</b>	<b>39,620</b>	<b>698,028</b>	<b>41,007</b>	<b>722,459</b>	<b>42,442</b>	<b>747,745</b>
	<b>Natural Heritage Systems</b>											
	Natural Heritage Mapping	5.2%	5,927	113,044	6,134	117,001	6,349	121,096	6,571	125,334	6,801	129,721
	<b>Total Natural Heritage Mapping</b>		<b>5,927</b>	<b>113,044</b>	<b>6,134</b>	<b>117,001</b>	<b>6,349</b>	<b>121,096</b>	<b>6,571</b>	<b>125,334</b>	<b>6,801</b>	<b>129,721</b>
	<b>Watershed Specific Programs/Projects/Studies</b>											
	Conservation Area Stewardship	16.8%	42,735	247,311	44,189	255,967	45,693	264,926	47,250	274,198	48,862	283,795
	Asset Management - Vehicles and Equipment	6.3%	5,574	89,135	5,769	92,255	5,971	95,484	6,180	98,826	6,396	102,284
	Program Information Management	4.7%	10,672	224,783	11,046	232,650	11,432	240,793	11,832	249,221	12,246	257,944
	Conservation Authorities Moraine Coalition	50.0%	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000	5,000	10,000
	Basin Wide Initiatives	6.3%	22,575	361,604	23,365	374,260	24,183	387,359	25,029	400,917	25,905	414,949
Lake Simcoe Protection Plan	5.7%	13,707	241,953	14,187	250,421	14,683	259,186	15,197	268,258	15,729	277,647	
Landowner Environmental Assistance Program (LEAP) (Rural program)	17.1%	93,425	944,369	94,359	977,421	95,303	1,011,631	96,256	1,047,038	97,218	1,083,685	
Urban Restoration Program (LEAP) (Urban program)	17.1%	93,425	944,369	94,359	977,421	95,303	1,011,631	96,256	1,047,038	97,218	1,083,685	
<b>Total Watershed Specific Programs/Projects/Studies</b>		<b>287,113</b>	<b>3,063,523</b>	<b>292,274</b>	<b>3,170,396</b>	<b>297,568</b>	<b>3,281,010</b>	<b>303,001</b>	<b>3,395,496</b>	<b>308,576</b>	<b>3,513,988</b>	
<b>Conservation Area Management Planning and Coordination</b>												
Conservation Area Management Planning and Coordination	18.8%	27,866	148,395	28,841	153,589	29,851	158,964	30,896	164,528	31,977	170,287	
<b>Total Conservation Area Management Plans</b>		<b>27,866</b>	<b>148,395</b>	<b>28,841</b>	<b>153,589</b>	<b>29,851</b>	<b>158,964</b>	<b>30,896</b>	<b>164,528</b>	<b>31,977</b>	<b>170,287</b>	
REGULATION	<b>Flood Forecasting/Warning</b>											
	Flood Forecasting and Warning Network	4.1%	7,526	182,869	7,789	189,269	8,062	195,894	8,344	202,750	8,636	209,846
	<b>Total Flood Forecasting/Warning</b>		<b>7,526</b>	<b>182,869</b>	<b>7,789</b>	<b>189,269</b>	<b>8,062</b>	<b>195,894</b>	<b>8,344</b>	<b>202,750</b>	<b>8,636</b>	<b>209,846</b>
	<b>Natural Hazard Mapping</b>											
Natural Hazard Modeling and Mapping	19.3%	20,293	105,361	21,003	109,049	21,738	112,865	22,499	116,816	23,287	120,904	
<b>Total Natural Hazard Mapping</b>		<b>20,293</b>	<b>105,361</b>	<b>21,003</b>	<b>109,049</b>	<b>21,738</b>	<b>112,865</b>	<b>22,499</b>	<b>116,816</b>	<b>23,287</b>	<b>120,904</b>	
<b>TOTAL CAPITAL</b>			<b>463,282</b>	<b>4,342,380</b>	<b>471,894</b>	<b>4,491,298</b>	<b>480,760</b>	<b>4,645,429</b>	<b>489,889</b>	<b>4,804,954</b>	<b>499,291</b>	<b>4,970,062</b>
<b>Regional Land Securement</b>			200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
<b>Total Regional Land Securement</b>			<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	



**Lake Simcoe Region**  
conservation authority

**BUSINESS CASE FOR  
INFRASTRUCTURE MAINTENANCE FOR SCANLON  
CREEK OPERATIONS CENTRE**

Presented to the Regional Municipality of Durham Region

**Budget 2017 - 2018**

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## EXECUTIVE SUMMARY

In 2014 Lake Simcoe Region Conservation Authority (LSRCA) identified the need for significant repairs and maintenance work to be completed on the Scanlon Creek Education Centre building (now known as the Scanlon Creek Operations Centre). Maintaining the asset in a state of good repair is essential from a liability perspective for both staff and public use.

Prior to staff moving into the building and commencing the infrastructure work, the Authority had to complete work associated with air quality and office requirements as follows:

<i>Scanlon Creek Operations Centre Expansion Project</i>	
IAQ and Mould Assessment - assessment and reports	\$25,000
Mould Remediation - abatement project	26,000
Renovations - walls, painting, carpet, ceiling tiles, heaters	8,000
Furniture and Equipment - workstations, meeting room furniture, power bars, etc.	24,000
IT – cabling	5,000
Telephones - IP phones throughout, including all education staff	6,200
Moving Expenses - packing supplies, moving cost	3,000
Expenses to Date and/or Projected (excluding HST)	\$97,200

At the same time as the building is renovated to function as an Operation Centre, LSRCA wishes to evaluate the feasibility of upgrading the facility's architectural, electrical, mechanical and HVAC systems.

In 2016 LSRCA engaged a consultant to evaluate the facility. The consulting work will be completed in three phases.

1. Review documentation, assess alternatives for the space, analyse our needs, provide schematics, review with LSRCA staff, and provide an Order of Magnitude budget for the renovation.
2. Design development, final design, and tender and construction documents.
3. The architect and sub consultants will provide construction services.

The building is one of the Authority's major assets. The cost of investing in the building is ensuring the protection of an asset that is valued for insurance purposes at approximately \$3.5 million dollars.

## SITUATIONAL ASSESSMENT – CURRENT STATE

The Scanlon Creek facility consists of a single storey building with basement originally constructed in 1978. Additions to the dormitories were completed in the 1990's. The building GFA is 16,500 square feet.

The centre was originally used to provide environmental education programs for elementary school groups with facilities to accommodate instruction, dining, dormitory, staff, administration and support program areas.

With the change in staffing needs, LSRCA contemplates the renovation of the building interior to serve as a satellite Operation Centre, similar in function to their main office at Newmarket, with offices, cubicles, meeting rooms, work rooms and lab.

At the same time as the building is renovated to function as an Operation Centre, LSRCA wishes to evaluate the feasibility of upgrading the facility's architectural, electrical, mechanical and HVAC systems. The renovation work will be executed in phases to allow the facility to continue to function and to the extent construction costs are limited by total budget available.

A number of detailed consulting reports have been issued, covering the condition of the building.

In 2016 LSRCA engaged a consultant to evaluate the facility. The details of consulting work are presented next.

## PROJECT DELIVERABLES & OBJECTIVES

In the first phase of the design, the architect will undertake to review documentation, assess alternatives for the space, analyse our needs, provide schematics, review with LSRCA staff, and provide an Order of Magnitude budget for the renovation.

When the schematics are accepted, the architect will proceed with the second phase consisting of design development, final design, tender and construction documents.

In the third phase (construction) the architect and sub consultants will provide construction services.

## SCOPE OF WORK

The scope of work to be performed as part of the proposed renovation project includes, but is not limited to architectural, structural, mechanical and electrical drawings and specifications to cover:

- Removal of surplus kitchen and mechanical equipment.
- Reconfiguring of available space.
- Assessment of washrooms, and replacement of partitions and fixtures.
- Assessment of interior doors and hardware, and upgrade as required.
- OBC handicapped accessible entrance door.
- Drywall repair as required.
- T-bar and ceiling tile repair add/or replacement.
- Additional insulation, as feasible.
- Painting.
- Assess switching from electricity to natural gas for all heating and DHW.
- Upgrade the HVAC system.
- Upgrade the plumbing system to reflect new occupancy levels and revised heat source, as applicable.

## PROJECT HISTORY

In 2014 the Lake Simcoe Region Conservation Authority (LSRCA) identified the need for significant repairs and maintenance work to be completed on the Scanlon Creek Operations Centre building. Maintaining the asset in a state of good repair is essential from a liability perspective for both staff and public use.

The facility has been repurposed to accommodate staff delivering programs and services that directly support the Authority's mandate to protect and restore the Lake Simcoe watershed. The entire watershed Stewardship and Forestry programs, the administration for the Education program, and several summer staff working in the field supporting various watershed wide programs are now accommodated in the Education Centre building. In the fall of 2016 the Conservation Lands administrative staff will relocate to the Scanlon facility.

The need for repairs for architectural, mechanical, electrical, and retrofitting costs is spread over a three year period. Durham Region contributed in the first year funding \$1,000 along with other funding partners for a total of \$216,435 to establish funding for work to begin on the building.

This business case provides an update on the current status of the project and the work to be undertaken in the facility with the funding from the partners.

This project benefits the Region of Durham and its residents by enabling LSRCA to maintain service levels for vital protection and restoration projects that are essential to the health of the Lake Simcoe watershed and its residence. The project work reduces potential liabilities that could arise in the absence of appropriate maintenance service levels of a building in use for staff and visitors. Future benefits will likely arise as the building is brought up to a level that it can be used to offer more programs that service watershed residents.

## PROJECT DESCRIPTION

### ASSET MAINTENANCE – SCANLON CREEK OPERATIONS CENTRE

LSRCA’s primary land holding that provides multiple outdoor activities, educational programming, and office space facilities for staff is the Scanlon Creek property located in Bradford West Gwillimbury.

In 2014, Durham Region and other municipal funding partners contributed funding towards the asset maintenance work required for the Scanlon Creek Operations Centre. The work identified to be completed in the building is estimated to be a total cost of \$685,600. LSRCA has spread the request for the funding over a three year period coinciding with when the works are anticipated to be completed. Of the five growth partners, Durham Region is the only partner with remaining share to be contributed.

The Scanlon Creek Operations Centre building is no longer used to deliver the Education Program at Scanlon, but rather has been repurposed to accommodate office space required for LSRCA’s staffing requirements in response to growth in the watershed.

The funding requested from each of the five growth partners is;

<b>Request to Partners</b>	<b>2014 Investment</b>	<b>2015 Investment</b>	<b>2016 Funding</b>	<b>2017 Funding Requested</b>	<b>2018 Funding</b>
York Region	\$150,000	\$147,000	\$147,000		
Barrie	44,714	44,714	44,714		
Durham	1,000	0	\$24,000	\$24,000	\$19,239
Innisfil	10,063	9,456	9,456		
Bradford	10,658	20,000	10,658		
<b>Total Investment</b>	<b>\$216,435</b>	<b>\$221,170</b>	<b>\$235,828</b>	<b>\$24,000</b>	<b>\$19,239</b>

Bradford West Gwillimbury (BWG) contributed an additional \$10,000 in 2015 for this project.

<b>Details of Asset Maintenance</b>					
<b>Education Centre</b>	<b>Retrofit (one-time)</b>	<b>Architectural</b>	<b>Mechanical</b>	<b>Electrical</b>	<b>Total</b>
To be completed in 2014/2015		\$25,260			\$25,260
To be completed in 2015/2016		119,740	152,435		272,175
To be completed in 2016/2017	150,000	15,850	85,315	\$137,000	388,165
Totals	\$150,000	\$160,850	\$237,750	\$137,000	\$685,600

Note: \$18,000 for replacement of toilets and urinals was identified on original report; however it was not included in the original business case.

## PROJECT COST ESTIMATE

The cost of this project in 2017 is \$388,165. In 2017 we are asking Durham Region to provide \$24,000 as part of their share of the project.

## PROJECT FUNDING

### FUNDING REQUEST - 2017

<b>YEAR</b>	<b>Required Funding (Total)</b>	<b>FUNDING (Durham Region Specific)</b>	<b>APPLICATION</b>
2017	\$388,165	\$24,000	<ul style="list-style-type: none"> <li>Scanlon Creek Operations Centre infrastructure work continued</li> </ul>

### OUTLOOK YEARS – 2018

<b>YEAR</b>	<b>Required Funding (Total)</b>	<b>ANTICIPATED FUNDING REQUEST (Durham Specific)</b>	<b>APPLICATION</b>
2018	\$19,239	\$19,239	<ul style="list-style-type: none"> <li>Scanlon Creek Operations Centre infrastructure work continued</li> </ul>

## CRITICAL ASSUMPTIONS AND RISK ASSESSMENT

With the anticipated growth in the watershed LSRCA expects our programs and service levels to also experience growth to ensure that we are responding to the changing needs and pressures put on the environment by growth related activities.

As an example, climate change is impacting infrastructure needs and driving the requirement to use more low impact development approaches to stormwater management. New requirements and pressures such as these require that LSRCA acquire more staffing resources and develop new programs and monitoring levels. As LSRCA resource requirements increase, so do our needs for space to accommodate workers and provide suitable workspace.

The risks of LSRCA not addressing the asset maintenance needs for the Operation Centre are;

- Non-compliance with health and safety legislation with regards to building management
- Liabilities arising from accidents related to improper maintenance levels
- Continued deterioration of a valuable corporate asset
- Loss of opportunity to maintain service levels of programs and services due to inadequate space resources

## IMPLEMENTATION TIMELINE

Some of the work identified in this business case was started in the 2014 fiscal year. The 2017 business case is a continuation of the asset maintenance needs required for 2017 and outlook years.

## COST/BENEFIT ANALYSIS

The Scanlon Operation Centre building is one of the Authority's major assets. The cost of investing in the maintenance of the building is ensuring the protection of an asset that is valued for insurance purposes at approximately \$3.5 million dollars. The building has sound structure and will provide services for LSRCA in the form of program delivery and office space for many more years with the investment in proper maintenance of the building.

The asset is critical to the LSRCA program delivery. With the increased demands in the LSRCA watershed which are related to growth, additional staffing requirements are necessary to maintain service levels and complete new emerging projects. The Operations Centre building provides the necessary space for staff and new programs to be accommodated. This will enable LSRCA to maintain a healthy watershed which supports healthy lifestyles for the residents.

## PERFORMANCE MEASURES

Success of the projects and programs delivered as a result of the building being maintained in a useable state of repair will provide a measurement of the value of the work.

As the repurposing assessments continue and the building accommodates more uses for the Authority, the measure of value will increase.

The length of the life-cycle obtained from the building will demonstrate the value of the maintenance work performed.

## CONCLUSIONS AND RECOMMENDATIONS

The value and usefulness of the Operation Centre building justifies the continued maintenance of the building. It is recommended that continuation of the works noted in 2014, 2015, 2016 and 2017 be supported in the 2017 budget request of which Durham Region's share is \$24,000 for the Scanlon Creek Operation Centre maintenance work.

## PROGRAM SUMMARY



### 2017 Business Plan

### Durham Regional Police Service

By Program	2016		2017		
(\$,000's)	Estimated	Restated	Base	Program	Proposed
Expense Programs	Actuals	Budget	Budget	Change	Budget
	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Community Policing	73,606	74,719	77,565	-	77,565
2 Crime Management	27,152	27,285	28,273	-	28,273
3 Patrol Operations	9,288	9,146	9,721	-	9,721
4 Operational Support	14,806	14,860	15,827	-	15,827
5 NextGen Common					
Communications Platform	737	723	906	36	942
6 Administrative Support	21,323	19,917	20,249	-	20,249
7 Business Services	16,273	17,061	16,901	-	16,901
8 Executive Branch	5,909	6,244	6,597	-	6,597
9 Police Services Board	545	470	566	-	566
10 Headquarters Shared Cost	1,553	1,553	1,612	-	1,612
<b>Net Operating Program Expenses</b>	<b>171,191</b>	<b>171,978</b>	<b>178,217</b>	<b>36</b>	<b>178,253</b>
<b>11 Contribution to the Helicopter Reserve</b>	150	150	150	-	150
<b>12 Debt Service</b>	12,000	12,000	11,500	-	11,500
<b>13 Tangible Capital Assets</b>					
New	913	351	-	-	-
Replacement	2,900	3,020	3,221	-	3,221
<b>Tangible Capital Assets Subtotal</b>	<b>3,813</b>	<b>3,371</b>	<b>3,221</b>	<b>-</b>	<b>3,221</b>
<b>Net Program Expenses</b>	<b>187,154</b>	<b>187,499</b>	<b>193,088</b>	<b>36</b>	<b>193,124</b>
<b>Summary of Increase (Decrease)</b>			<b>\$5,589</b>	<b>2.98%</b>	<b>\$5,625</b>
					<b>3.00%</b>



**PROGRAM SUMMARY**



**2017 Business Plan**

**Durham Regional Police Service**

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget

**Summary of Base Budget Changes**

	\$	Comments
Salaries & Benefits	5,729	Economic Increases
Operating Expenses	622	Maintenance costs (Nextgen, Air One); Facility related costs
Debt Service	(500)	Debt Service for Clarington Police Complex Phase 2
Capital Assets	(150)	Lower number of vehicle replacements
Revenue	(112)	Lower Court Security funding, offset by increased Criminal Info Request and Paid Duty revenues
	5,589	

# EXPLANATION OF PROGRAM CHANGES



## 2017 Program Changes

## Durham Regional Police Service

### Program Changes for 2017 Budget

\$000's

#### PERSONNEL STRENGTH

Police Authorized Strength for 2017 is maintained without change at the 2016 approved level of 871. Total 2017 Civilian FTE's is 373 representing 304 full time members, plus the equivalent of 69 FTE's in part-time support. Authorized staff has not increased since 2011. In the 2010 Budget a single position was added. In the 2015 Budget, an approved Program Change eliminated 2 Civilian positions, which reduced civilian authorized strength from 306 to 304 full time.

#### **Program 5 - NextGen CCP**

**36**

- ◆ NextGen - Additional Radio System Technician (contracted service) to support the Nextgen communications platform with additional capacity to maintain the system and provide service to radio users. This is a partner share cost and the amount requested represents the net cost. 35
- ◆ NextGen - Computer for the Radio Service Technician. 1

**Total Program Changes for 2017**

**36**



2017 Business Plan

Durham Region Transit

Major Services & Activities

Ridership

- ◆ Implement market-based initiatives that show value, including branding, enhanced communications and community outreach.
- ◆ Enhance customers' experience:
  - In planning trips, by improving wayfinding (website, information, infoposts)
  - In accessing stops, by improving the bus stop environment (hard surfacing, shelters, garbage containers)
  - When waiting for the bus, by increasing on-time performance
  - Once on board, through customer service excellence training and the implementation of high-order transit.
- ◆ Articulate service plans for service increase and growth, as per the approved Service Strategy.

Operational Effectiveness

- ◆ Complete the new Raleigh maintenance facility and refine the asset plan for future growth.
- ◆ Replace buses and identify fleet characteristics for the future.
- ◆ Refine and harmonize Durham Region Transit's (DRT's) processes for safety, availability, integrated services and internal communications.

Financial Sustainability

- ◆ Pursue sustainable PRESTO services, fare and service integration and strategic fare setting.
- ◆ Strengthen the ability to align with and measure against performance targets and standards.
- ◆ Leverage external funding opportunities to advance Bus Rapid Transit (BRT) infrastructure and address asset management challenges.



**2017 Business Plan**

**Durham Region Transit**

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

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

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

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

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

**Strategic Goals**  
**Responsibility: Support**

Goal	Description
A.1	Propel the business and investment climate forward in Durham Region to enable more local employment.
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.3	Cultivate strong, safe and secure communities and healthy workplaces.
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.
B.6	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.
C.1	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.
C.4	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.
D.1	Deliver Regional services in a financially prudent and sustainable manner.
D.2	Foster awareness of the programs and services provided by the Region.
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.
D.7	Focus resources on continuous improvement and innovation.

## PROGRAM SUMMARY

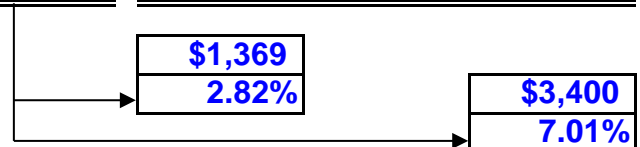


### 2017 Business Plan

### Durham Region Transit

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Administration	10,720	10,947	11,160	(32)	11,128
2 Operations	36,152	35,575	37,439	1,017	38,456
3 Maintenance - Equipment	18,512	19,645	20,174	17	20,191
4 Specialized Service	5,723	5,845	6,020	20	6,040
5 Northern Service	605	656	674	207	881
6 Facilities Management	1,574	1,558	1,579	442	2,021
7 Debt Service	1,037	1,037	1,037	-	1,037
Headquarters Shared Cost	67	67	68	-	68
<b>Operating Subtotal</b>	<b>74,390</b>	<b>75,330</b>	<b>78,151</b>	<b>1,671</b>	<b>79,822</b>
8 Bus Rapid Transit	257	265	154	-	154
<b>Tangible Capital Assets:</b>					
9 New	1,248	1,248	-	1,282	1,282
10 Replacement	37	37	38	-	38
<b>Tangible Capital Assets Subtotal</b>	<b>1,285</b>	<b>1,285</b>	<b>38</b>	<b>1,282</b>	<b>1,320</b>
<b>Total Program Expenses</b>	<b>75,932</b>	<b>76,880</b>	<b>78,343</b>	<b>2,953</b>	<b>81,296</b>
<b>Revenue Programs</b>					
Fares	(20,277)	(20,749)	(20,844)	(471)	(21,315)
U-Pass	(4,781)	(4,762)	(4,762)	(478)	(5,240)
Provincial Gas Tax	(1,611)	(1,611)	(1,611)	-	(1,611)
Advertising	(800)	(800)	(800)	(49)	(849)
Other	(97)	(108)	(107)	76	(31)
ODSP Discount Pass	(350)	(350)	(350)	-	(350)
<b>Total Revenue Programs</b>	<b>(27,916)</b>	<b>(28,380)</b>	<b>(28,474)</b>	<b>(922)</b>	<b>(29,396)</b>
<b>Net Program Expenses</b>	<b>48,016</b>	<b>48,500</b>	<b>49,869</b>	<b>2,031</b>	<b>51,900</b>

### Summary of Increase (Decrease)



## PROGRAM SUMMARY



### 2017 Business Plan

### Durham Region Transit

#### Summary of Base Budget Changes

	<u>\$</u>	<u>Comments</u>
Salaries & Benefits	1,557	Economic increases
Salaries & Benefits	57	Annualization - 1 position
Salaries & Benefits	(9)	Position reclassifications
Operating Expenses	40	Inflationary increases
Operating Expenses	334	New Bus Contract inflationary increase
Operating Expenses	1	Headquarters shared cost
Minor Assets & Equipment	(23)	Reduced requirements
Major Repairs & Renovations	(52)	Reduced requirements
Operating Expenses	916	Annualization - 2016 route adjustments
BRT Office	(111)	Office phase out per Council approval
Tangible Capital Assets - New/Replacement	(1,247)	Remove one-time capital
Fare Revenue	(94)	Annualization - 2016 route adjustments
	<u>1,369</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Region Transit

(\$,000's)

#### Administration

<ul style="list-style-type: none"> <li>◆ New Position: 1 Analytics Manager, effective July 1, 2017, to measure, monitor, analyze, forecast and report on DRT performance in support of continuous improvement and business efficiencies across Durham Region Transit. (Annualized cost \$134k)</li> <li>◆ Decrease in Salary costs from the removal of the provision for modified work, as a provision has been made in the Part Time Salary accounts.</li> <li>◆ Decrease in Part Time Salary and Benefits from consolidation of coin processing and customer service functions at the Westney facility.</li> <li>◆ Increase in Hardware-Software Maintenance costs for PRESTO, fare system support, on-board camera operating costs, and Specialized PRESTO operations.</li> <li>◆ Decrease in Purchased Services (-\$41k) and Equipment Repairs (-\$7k) to reflect projected actuals.</li> <li>◆ Increase in Insurance costs for the New Raleigh Maintenance Facility.</li> <li>◆ Adjustments in various costs to align with projected actuals: Car Allowance (-\$22k), Professional, Technical and Consulting (-\$28k), and various other accounts (-\$46k).</li> </ul>	<p>67</p> <p>(80)</p> <p>(40)</p> <p>140</p> <p>(48)</p> <p>25</p> <p>(96)</p> <hr style="border: 0.5px solid black;"/> <p>(32)</p>
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#### Operations

<ul style="list-style-type: none"> <li>◆ New Position: 1 Transit Supervisor, effective July 1, 2017. (Annualized cost \$124k)</li> <li>◆ New Positions: 2 Conventional Operators, effective September 1, 2017, as part of the service plan adjustments as detailed in Table 1 below. (Annualized cost is \$180k)</li> <li>◆ Increase in Part Time Salary and Benefits (\$43k) and decrease in Overtime (-\$113k) and Statutory Holiday Premiums (-\$32k) for service plan adjustments as detailed in Table 1 below.</li> <li>◆ Increase in Part Time Salary and Benefits for 2017 training (Workplace Hazardous Materials Information System), Defensive Driving, Motor Vehicle Accident follow-up, new employee training backfill, new relief driver trainers, heat stress relief (\$89k), sick leave (\$170k), and alignment with projected actuals for absence coverages including modified work duties, vacation, WSIB, union business and bereavement (\$65k).</li> <li>◆ Decrease in Overtime (-\$124k) and Statutory Holiday Premium (-\$36k) from efficiencies (e.g. more effective use of spareboard operators).</li> <li>◆ Decrease in Education and Training to align with projected actuals and forecasted requirements.</li> <li>◆ Increase in Uniforms and Protective Clothing as a result of new contract.</li> <li>◆ Increase in Service Contract costs for recovery time.</li> <li>◆ Increase in Service Contract due to service plan adjustments as detailed in Table 1 below.</li> <li>◆ Decrease in GO Transit Fare Agreement trips, offset by allowance for nominal rate</li> <li>◆ Property Rental costs for the use of Pickering GO Transit Station Crew Facilities.</li> </ul>	<p>62</p> <p>60</p> <p>(102)</p> <p>324</p> <p>(160)</p> <p>(12)</p> <p>24</p> <p>784</p> <p>41</p> <p>(16)</p> <p>12</p> <hr style="border: 0.5px solid black;"/> <p>1,017</p>
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## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Region Transit

(\$,000's)

#### Operations (Continued)

Table 1

<b>Summary of 2017 Service Plan Adjustments* (\$,000's)</b>				
	<u>DRT West</u>	<u>DRT Central</u>	<u>DRT East</u>	<u>Total</u>
<b><u>Operations</u></b>				
Full time Operators Wages & Benefits			60	<b>60</b>
Part time Operators Wages & Benefits	20		23	<b>43</b>
Overtime & Premiums	(109)		(36)	<b>(145)</b>
Service Contract		41		<b>41</b>
<b><u>Maintenance</u></b>				
Part time Staff Wages & Benefits	(15)		20	<b>5</b>
Overtime & Premiums	(7)		8	<b>1</b>
Fuel	(12)	11	16	<b>15</b>
Auto Materials & Supplies	(8)	1	10	<b>3</b>
<b>Total Expenses</b>	<b>(131)</b>	<b>53</b>	<b>101</b>	<b>23</b>
Farebox Revenue	18	(13)	2	<b>7</b>
<b>Net Cost</b>	<b>(113)</b>	<b>40</b>	<b>103</b>	<b>30</b>

Note: Consistent with prior years, the costs and revenue associated with Route 950 have been reflected in the Central budget.  
 \* Northern Service Plan Adjustments are included in Northern Service section below.

#### Maintenance - Equipment

- ◆ Decrease in Part Time Salary to align with projected actuals. (25)
- ◆ Increase in Part Time Salary and Benefits (\$5k) and Overtime (\$1k) for service plan adjustments as detailed in Table 1 above. 6
- ◆ Increase in Statutory Holiday Premium to align with projected actuals. 5
- ◆ Net decrease in Personnel Related expenses: Car Allowance (-\$3k), Education and Training (-\$2k), partially offset by an increase in Uniforms and Protective Clothing (\$4k) due to new contract. (1)
- ◆ Increase in Leased Tires due to new requirement to supply tires for contracted bus service (\$56k), partially offset by a reduction to align with projected actuals (-\$50k). 6
- ◆ Increase in Auto Materials and Supplies for service plan adjustments as detailed in Table 1 above. 3
- ◆ Increase in Fuel for service plan adjustments as detailed in Table 1 above. 15



## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Region Transit

(\$,000's)

#### Maintenance - Equipment (Continued)

♦ Decrease in Equipment Maintenance and Repairs (-\$13k) and adjustments to other costs (-\$8k) to align with projected actuals and forecasted requirements.	(21)
♦ Increase in Minor Machinery and Equipment for a pressure washer (\$10k), transmission jack (\$10k) and metal lathe (\$9k).	29
	17

#### Specialized Service

♦ Increase in Part Time Salary to align with projected actuals and forecasted requirements for training and sick leave coverages.	34
♦ Reduction in Overtime (-\$10k) to align with projected actuals, offset by increase in Statutory Holiday Premium (\$1k).	(9)
♦ Decreases in Car Allowance (-\$1k), Education and Training (-\$5k) and Small Tools Equipment (-\$2k) to align with projected actuals, offset by increase in Uniforms and Protective Clothing as a result of new contract (\$3k).	(5)
	20

#### Northern Service

♦ Increase in expenses for service plan adjustments including: Part Time Salary and Benefits (\$35k); Contracted Taxi Service (\$18k); Service Contract (\$40k); Fuel (\$27k); and Auto Materials and Supplies (\$35k).	155
♦ Increase in Service Contract costs (\$42k) for recovery time, and for Leased Tire costs (\$15k).	57
♦ Decrease in Purchased Services based on projected actuals.	(5)
	207

#### Facilities Management

♦ Partial year operating costs for New Raleigh Maintenance Facility.	371
♦ Increase in Building and Ground Operations (\$14k), Property Tax for Westney Maintenance Facility (\$52k) and Major Repairs and Renovations for the replacement of Uninterrupted Power Supply (UPS) batteries (\$12k), offset by decrease in Cleaning Materials and Supplies (-\$7k).	71
	442

#### Tangible Capital Assets

**New:**

♦ Refer to TCA New Schedule for further details.	98
♦ Major Capital - property tax financing - see TCA New Schedule.	1,184
	1,282

#### **Total Expenditure Programs**

**2,953**

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Region Transit

(\$,000's)

#### Fares

♦ Annualization of 2016 fare increase.	(204)
♦ Proposed fare increase effective May 1, 2017.	(156)
♦ Increase from anticipated ridership growth and composition of service days.	(102)
♦ 2017 service plan adjustments revenue impacts (\$7k for East/West/Central, -\$16k for the North).	(9)
	(471)

#### U-Pass

♦ Annualization of 2016 U-Pass rate increase.	(165)
♦ Enrolment increase effective May 1, 2017.	(173)
♦ Rate increase to \$127 from \$120 effective September 1, 2017.	(140)
	(478)

#### Advertising

♦ Increase in Bus Advertising Revenue resulting from amended agreement.	(49)
	(49)

#### Other

♦ Elimination of Charter Revenue.	76
	76

#### **Total Revenue Programs**

**(922)**

**Total Program Changes** **2,031**



## 2017 Business Plan

Durham Regional Local  
Housing Corporation

### Major Services & Activities

#### Public Housing

- ◆ Provide effective property management services for 1,276 units.
- ◆ 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.
- ◆ 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

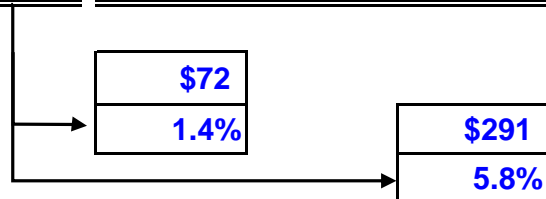


### 2017 Business Plan

### Durham Regional Local Housing Corporation

BY PROGRAM	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Operating:</b>					
1 Public Housing	4,671	3,675	3,740	7	3,747
2 Affordable Housing	8	-	7	-	7
<b>Operating Subtotal</b>	4,679	3,675	3,747	7	3,754
<b>Tangible Capital Assets:</b>					
3 Replacement	745	1,300	2,653	212	2,865
3 Provincial / Federal funding (SIF / SHIP)	(45)	-	(1,353)	-	(1,353)
<b>Tangible Capital Assets Subtotal</b>	700	1,300	1,300	212	1,512
<b>Total Program Expenses</b>	<b>5,379</b>	<b>4,975</b>	<b>5,047</b>	<b>219</b>	<b>5,266</b>

#### Summary of Increase



#### Summary of Base Budget Changes

	\$	Comments
Purchased Services from Durham Region	107	Economic Increases
Operating Expenses	10	Inflationary Increases
Rental & Sundry Revenue	(45)	Inflationary Increases
	<b>72</b>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Durham Regional Local Housing Corporation

\$ (000's)

#### Public Housing

- ◆ Increase in purchased service from Durham Region due to position reclassification 7

#### Tangible Capital Asset

- ◆ Net increase in Tangible Capital Assets - Replacement (Refer to Schedule) 212

**Total Program Changes** 219

## PROGRAM SUMMARY



### 2017 Business Plan

### Provincial Download Services

By Program	2016		2017		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Proposed Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
<b>Social Housing:</b>					
1 Provider Payments	29,628	30,162	30,764	-	30,764
2 Commercial Rent Supplement	2,556	2,771	2,811	-	2,811
3 Strong Communities Rent Supplement	-	-	-	-	-
4 Capital Provision	1,450	1,450	1,450	-	1,450
5 Technical Audits	106	106	106	-	106
Subtotal	33,740	34,489	35,131	-	35,131
<b>Investment in Affordable Housing (IAH):</b>					
6 Rental Housing	-	-	-	-	-
7 Home Ownership	-	-	-	-	-
8 Rent Supplement Direct Delivery	-	-	-	-	-
9 Rent Supplement and Housing Allowance Shared Delivery	-	-	-	-	-
Subtotal	-	-	-	-	-
<b>Investment in Affordable Housing (IAH): Social Infrastructure Fund (SIF)</b>					
10 Rental Housing	-	-	-	-	-
11 Rent Supplement	-	-	-	-	-
12 Social Housing Improvement Program (SHIP)	-	-	-	-	-
Subtotal	-	-	-	-	-
<b>Net Program Expenses</b>	<b>33,740</b>	<b>34,489</b>	<b>35,131</b>	<b>-</b>	<b>35,131</b>
<b>Summary of Increase (Decrease)</b>			<b>\$642</b>		
			<b>1.86%</b>		
			<b>\$642</b>		
			<b>1.86%</b>		

**PROGRAM SUMMARY**



**2017 Business Plan**

**Provincial Download Services**

**Summary of Base Budget Changes**

	\$	Comments
Social Housing Provider Payments & Related Costs	642	Provincially prescribed
	<hr/>	
	<u>642</u>	

## EXPLANATION OF PROGRAM CHANGES



### 2017 Program Changes

### Provincial Download Services

(\$,000's)

#### IAH-SIF Rental Housing

♦ Rental housing projects.	5,942
♦ Federal and Provincial funding allocations.	(5,942)
	-

#### IAH-SIF Rent Supplement

♦ A temporary Durham Housing Benefit to approximately 20 social housing tenants for a period of up to 60 months.	500
♦ Federal and Provincial funding allocations.	(500)
	-

#### IAH-SIF Social Housing Improvement Program (SHIP)

♦ Distribution to housing providers to address the highest priority capital repair needs.	5,471
♦ Federal and Provincial funding allocations.	(5,471)
	-

	-
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**Total Program Changes**