

TABLE OF CONTENTS APPROVED 2019 SUMMARY BUSINESS PLANS & BUDGETS GENERAL PROPERTY TAX REQUIREMENTS

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

Page No.

SECTION 1

2019 Approved Regional Property Tax Supported Business Plans and Budgets	2
Summary	33
New Positions.....	38
Tangible Capital Assets – New	42
Tangible Capital Assets – Replacement.....	43
Capital Forecasts	44

SECTION 2

2019 SUMMARY BUSINESS PLANS & BUDGETS

Works	
General Tax.....	82
Solid Waste Management	94
Health and Social Services	
Health.....	102
Social Services	117
Planning and Economic Development	
Planning	172
Economic Development & Tourism.....	180
Finance & Administration	
Regional Council	188
Regional Chair’s Office	190
Chief Administrative Officer	192
Corporate Services – Legal Services.....	200
Corporate Services – Legal Services – Provincial Offences Act.....	203
Corporate Services – Human Resources	207
Corporate Services – Information Technology	212
Corporate Services – Legislative Services.....	218
Durham Emergency Management Office (DEMO).....	223
Emergency 9-1-1 Telephone System	227
Non Departmental.....	230
Finance	237
Regional Headquarters	245
Conservation Authorities.....	250
Durham Regional Police Services Board	311
Durham Region Transit.....	315
Durham Regional Local Housing Corporation (DRLHC).....	323
Provincial Download	326



DURHAM REGION Budget

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

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

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

1. 2019 Business Plans and Budget Overview

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

**Approved
2019 Budget**

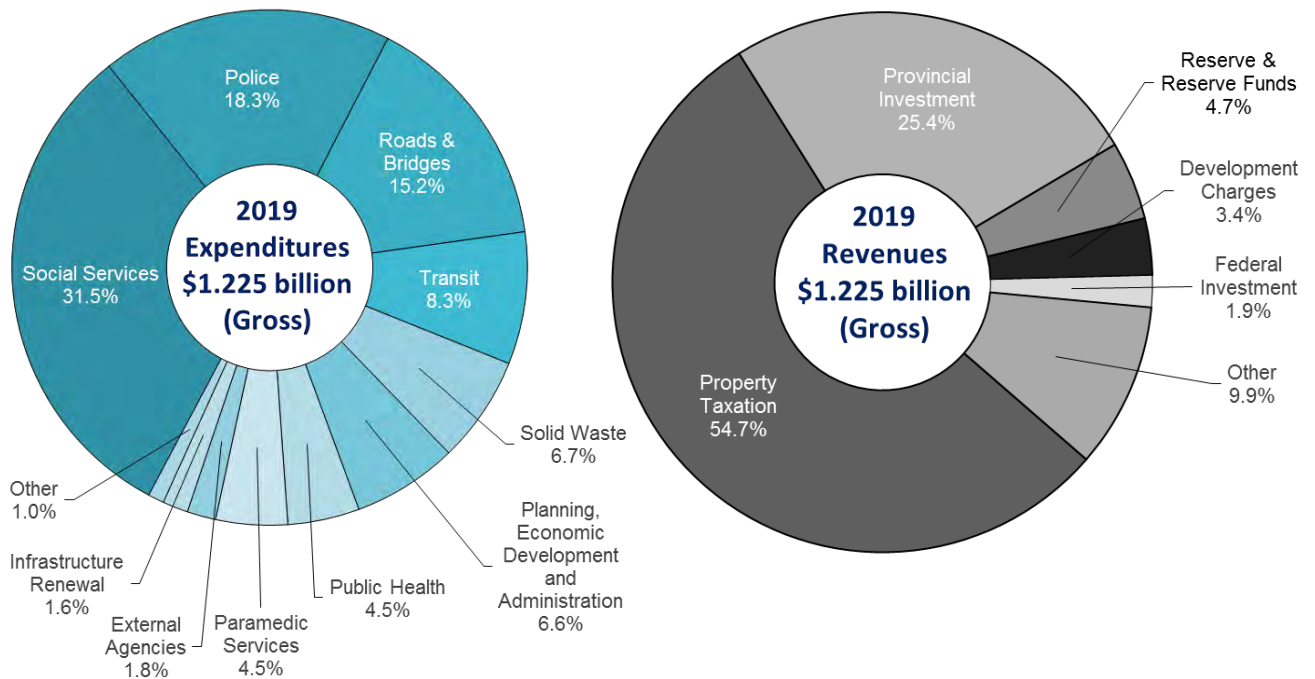
	2019 Increase (\$ millions)	Tax Impact (%)
Police Service	7.697	1.19
Durham Region Transit	2.350	0.36
Conservation Authorities	0.170	0.03
Solid Waste Management	5.744	0.89
Regional Operations and Other	7.244	1.13
Special Contributions	(0.005)	0.00
	23.200	3.60
Net Assessment Growth – Budgetary		(1.71)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

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

Approved 2019 Budget

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

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



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

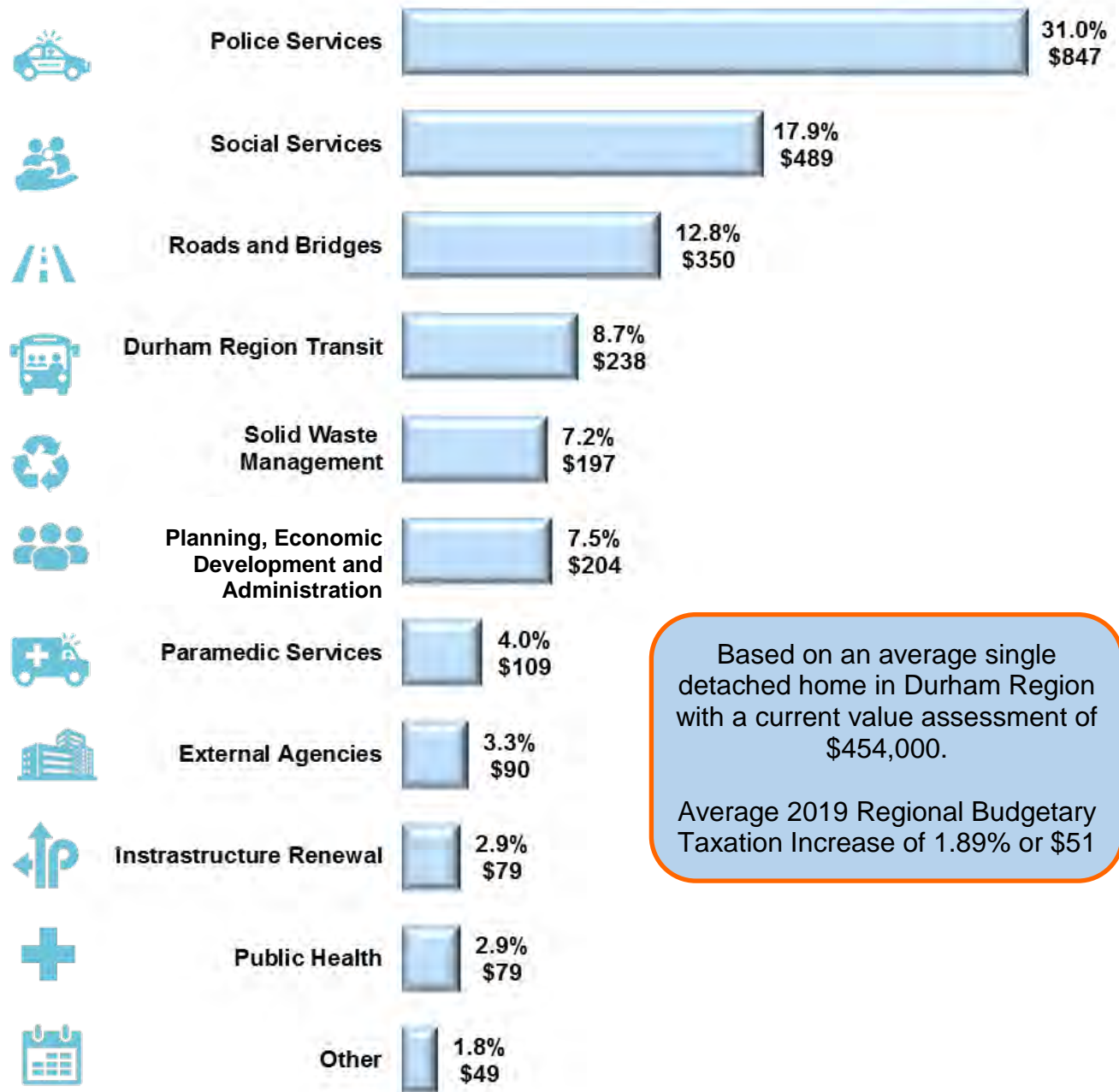
- Social Services 31.5 per cent
- Durham Regional Police 18.3 per cent
- Roads and Bridges 15.2 per cent
- Regional Transit 8.3 per cent
- Waste Management 6.7 per cent

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

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

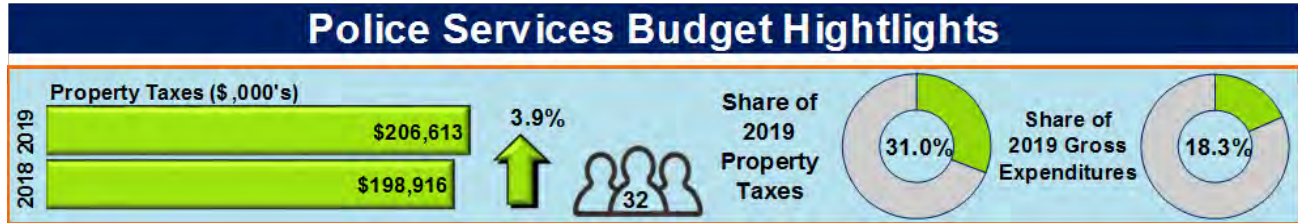
1.9 The following graphic provides a breakdown of the Regional portion of the 2019 property bill based on the approved 2019 budget.

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



2. 2019 Approved Business Plans and Budget – Details

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



Operating:

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

Staffing:

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

Capital:

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

Risks and Uncertainties:

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

Transit Budget Highlights



Operating:

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

Staffing:

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

Capital:

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

Risks and Uncertainties:

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

Roads and Bridges Highlights



Operating:

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

Staffing:

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

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

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

Capital:

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

Risks and Uncertainties:

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

Solid Waste Management Highlights



Operating:

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

Staffing:

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

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

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

Capital:

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

Risks and Uncertainties:

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

Social Services Highlights



Operating:

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

Staffing:

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

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

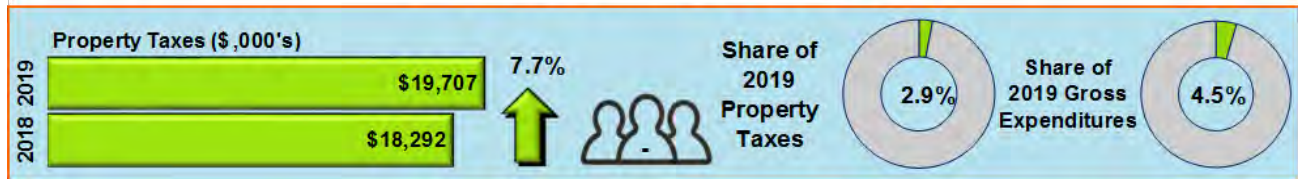
Capital:

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

Risks and Uncertainties:

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

Public Health Highlights



Operating:

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

Staffing:

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

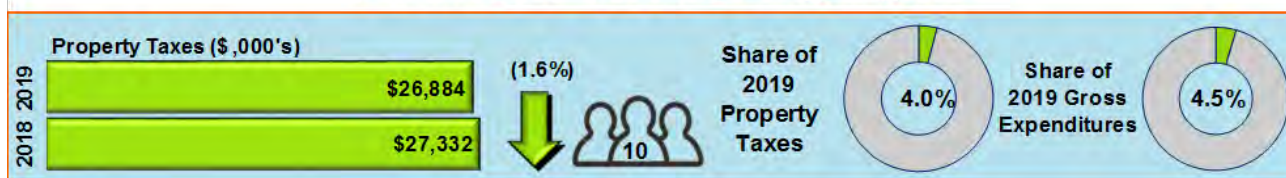
Capital:

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

Risks and Uncertainties:

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

Paramedic Services Highlights



Operating:

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

Staffing:

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

Capital:

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

Risks and Uncertainties:

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

Planning, Economic Development and Administration Highlights



Operating:

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

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

Staffing:

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

Capital:

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

External Agencies Highlights



Conservation Authorities:

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

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

Special Funding Requests:

Durham College – Centre of Collaborative Education

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

Trent University Durham

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

Spark Centre – Pilot Launch Innovation Station

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

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

Next Steps

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

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

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

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

Emergency 9-1-1

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

Finance

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

Non-Departmental

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

Paramedic Services

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

Police Services

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

Social Services

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

Transit

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

Works

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

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

4. Multi-Year Commitments: Impact on Future Budgets

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

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

5. Risks and Uncertainties

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

6. Public Engagement on the 2019 Business Plans and Budget

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

- seeking input through a brief survey;
 - enhancements to the Region’s budget website;
 - providing an opportunity to submit questions and comments on the 2019 budget;
 - increasing messaging through social media channels (including Facebook, Twitter, Instagram, LinkedIn), news releases, and newspaper ads; and
 - creating a budget brand identity.
- 6.2 The most significant of the engagement activities was the Budget Open House which was held on February 13, 2019 at Regional Headquarters. The event was also live streamed on Facebook and on the Region’s website. An archived copy of the event is available on the Region’s website. The event included a presentation on 2018 accomplishments, financial overview, and the 2019 budget guideline and priorities. Following the presentation, there was a question and answer period.
- 6.3 The objective of the Open House was to provide community members an opportunity to:
- Learn about the Region’s property tax supported business plans and budgets, including the process for reviewing the 2019 budget;
 - Gain an increased understanding of Regional programs and services; and
 - Provide input on priorities for the 2019 and future budgets.
- 6.4 The event was very well received with over 93 per cent of attendees (both on-line and in-person) rating the event as either excellent or good.
- 6.5 The Budget Open House and other engagement opportunities support the Region’s initiative to promote greater public awareness of Regional services and participation by its residents in the business planning process. These type of events increase both the accountability and transparency of the Region’s planning and budgeting processes.
- 6.6 Staff will continue to build on the initial steps taken as part of the 2019 Budget process to expand and enhance public engagement and education in advance of the 2020 budget.

7. Fees and Charges

- 7.1 Regional staff conduct annual reviews of fees and charges to ensure appropriate cost recovery, maximization of revenues to the extent possible and at a minimum, that all fees are updated to reflect changing circumstances, including inflationary pressures and legislative compliance. The following highlights the changes made to General Purpose Fees and Charges in the 2019 Business Plans and Budgets.
- 7.2 Development Charges
- Development Charges are indexed annually on July 1st based on the by-laws passed by Regional Council.

7.3 Services for Seniors

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

7.4 Family Services

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

7.5 Health and Paramedic Services

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

7.6 Works

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

7.7 Durham Region Transit

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

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

- 8.1 In June 2006, the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA) approved revisions to Section PS 3150 of the Public Sector Accounting Handbook for the accounting of tangible capital assets (TCA) for local governments. The purpose of these revisions was to establish standards for the accounting treatment of tangible capital assets acquired by local governments.

8.2 The Regulation requires municipalities to prepare a report for adoption by Council if a municipality excludes provisions in its annual budget for all or a portion of the following expenses:

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

8.3 Since the Region's 2019 Business Plans and Budgets exclude provisions for all or a portion of the expenses relating to amortization of Tangible Capital Assets, post-employment benefits and solid waste landfill closure and post closure, this report is provided as required by the Regulation.

**ESTIMATED IMPACT OF EXCLUDED EXPENSES
ON ACCUMULATED SURPLUS
FOR THE 2019 BUSINESS PLANS AND BUDGETS (000'S)**

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

9. Conclusion

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

10. Attachments

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

The Regional Municipality of Durham

Summary Estimated Gross and Net Budget Expenditures

(\$,000's)

	2018 Approved Budget		2019 Approved Budget		Annual Change			
	Gross Expenditures (\$,000s)	Net Tax or User Rate (\$,000s)	Gross Expenditures (\$,000s)	Net Tax or User Rate (\$,000s)	Gross Expenditures (\$,000s) %		Net Tax or User Rate (\$,000s) %	
PROPERTY TAX SUPPORTED								
Police Service	215,726	198,916	224,147	206,613	8,421	3.90%	7,697	3.87%
Durham Region Transit	100,001	55,800	101,061	58,150	1,060	1.06%	2,350	4.21%
Public Transit Infrastructure Fund	3,042	-	-	-	(3,042)	(100.00%)	-	-
Transit	103,043	55,800	101,061	58,150	(1,982)	(1.92%)	2,350	4.21%
Roads and Bridges	184,979	85,079	186,585	85,869	1,606	0.87%	790	0.93%
Solid Waste Management	70,151	42,733	82,221	48,477	12,070	17.21%	5,744	13.44%
Public Works	255,130	127,812	268,806	134,346	13,676	5.36%	6,534	5.11%
Public Health	52,723	18,292	55,044	19,707	2,321	4.40%	1,415	7.74%
Paramedic Services	51,304	27,332	54,484	26,884	3,180	6.20%	(448)	(1.64%)
Long-Term Care	108,092	43,814	111,839	45,315	3,747	3.47%	1,501	3.43%
Social Housing	70,780	38,118	63,241	41,060	(7,539)	(10.65%)	2,942	7.72%
Social Assistance	120,951	18,606	122,732	18,974	1,781	1.47%	368	1.98%
Children's Services	78,859	9,116	81,212	9,048	2,353	2.98%	(68)	(0.75%)
Family Services	6,605	5,374	6,905	5,319	300	4.54%	(55)	(1.02%)
Health & Social Services	489,314	160,652	495,457	166,307	6,143	1.26%	5,655	3.52%
Governance & Administration	65,285	36,738	64,753	35,860	(532)	(0.81%)	(878)	(2.39%)
Planning & Economic Development	9,930	8,885	10,182	9,095	252	2.54%	210	2.36%
Emergency Management & 9-1-1	5,215	4,486	6,748	4,995	1,533	29.40%	509	11.35%
Other Regional Services	80,430	50,109	81,683	49,950	1,253	1.56%	(159)	(0.32%)
Outside Agencies	21,516	21,515	22,372	21,938	856	3.98%	423	1.97%
Other	29,656	29,656	31,774	31,774	2,118	7.14%	2,118	7.14%
Outside Agencies and Other	51,172	51,171	54,146	53,712	2,974	5.81%	2,541	4.97%
Property Tax Supported Total	1,194,815	644,460	1,225,300	669,078	30,485	2.55%	24,618	3.82%
					Less Assessment Base Growth		(1.93%)	
					Net Property Tax Rate Impact		1.89%	
USER RATE SUPPORTED								
Water Services	182,584	106,390	182,212	107,932	(372)	(0.2%)	1,542	1.45%
Sanitary Sewerage	176,440	99,315	235,097	102,119	58,657	33.2%	2,804	2.82%
User Rate Supported Total	359,024	205,705	417,309	210,051	58,285	16.2%	4,346	2.11%
All Regional Services Total	1,553,839	850,165	1,642,609	879,129	88,770	5.71%	28,964	3.41%

Totals may not add due to rounding.

Estimated Impact of Shifts in Various Risk Variables

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

Notes:

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



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

(\$,000's)

SUMMARY

SUMMARY

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

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

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

2019 Property Tax Budgetary Impact 1.89%

Average Region-Wide Home Budgetary Impact

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



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

(\$,000's)

Page 1 of 4

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



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

(\$,000's)

Page 2 of 4

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

E REGIONAL OPERATIONS AND OTHER

E1 Works

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

E2 Road and Bridge Reserves

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



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

(\$,000's)

Page 3 of 4

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



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

(\$,000's)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

REGIONAL MUNICIPALITY OF DURHAM

2019 Business Plans & Budgets For General Property Tax Purposes

DEPARTMENT	SUMMARY TANGIBLE CAPITAL ASSETS - NEW (\$'000's)					
	TOTAL	Furniture & Fixtures	Computer Hardware Infrastructure	Buildings/ Building Improvements	Vehicles	Other Machinery & Equipment
Social Services						
Emergency Management & Program Support	-					
Social Assistance	15	15				
Children's Services	6		6			
Family Services	34	25	9			
Housing Services	7	5	2			
Long-Term Care Divisional Administration	-					
Fairview Lodge	36		36			
Hillsdale Estates	62		62			
Hillsdale Terraces	36		36			
Lakeview Manor	23		23			
Adult Day Program	-					
Social Services Subtotal	219	45	174	-	-	-
Works						
General Tax	370		10		294	66
Solid Waste Management	-					
Works Subtotal	370	-	10	-	294	66
Other Departments						
Health - Public Health	67	54	13			
Health - Paramedic Services	458				320	138
Planning	30	30				
Economic Development & Tourism	-					
Council/Chair/CAO	20		8			12
Durham Emergency Management Office	98	35	13	50		
Corporate Services - Human Resources	19					19
Corporate Services - Information Technology	-					
Corporate Services - Legislative Services	81	80	1			
Corporate Services - Legal Services	8	5	3			
Corporate Services - Legal Services - POA	110	110				
Emergency 9-1-1	411		411			
Finance	52	52				
Regional Headquarters	60					60
Non Departmental	-					
Police	105		17			88
Transit	39	17	14			8
Other Departments Subtotal	1,558	383	480	50	320	325
TOTAL - TCA NEW	2,147	428	664	50	614	391

REGIONAL MUNICIPALITY OF DURHAM

2019 Business Plans & Budgets For General Property Tax Purposes

DEPARTMENT	SUMMARY TANGIBLE CAPITAL ASSETS - REPLACEMENT (\$'000's)					
	TOTAL	Furniture & Fixtures	Computer Hardware Infrastructure	Buildings / Building Improvements	Vehicles	Other Machinery & Equipment
Social Services						
Emergency Management & Program Support Services	4		4			
Social Assistance	91		91			
Children's Services	103	34	10			59
Family Services	110		10			100
Housing Services	19		19			
Long-Term Care Administration	6	1	5			
Fairview Lodge	267	10	18			239
Hillsdale Estates	567		39			528
Hillsdale Terraces	255		27	77		151
Lakeview Manor	308		37			271
Adult Day Program	-					
Social Services Subtotal	1,730	45	260	77	-	1,348
Works						
General Tax	9,231	1	61	851	8,307	11
Solid Waste Management	1,147		22		225	900
Works Subtotal	10,378	1	83	851	8,532	911
Other Departments						
Health - Public Health	411	40	301	20		50
Health - Paramedic Services	1,679	35	6		1,449	189
Planning	40		40			
Economic Development & Tourism	7		7			
Council/Chair/CAO	32	16	16			
Durham Emergency Management Office	15		15			
Corporate Services - Human Resources	50		40			10
Corporate Services - Information Technology	1,194	9	998			187
Corporate Services - Legislative Services	44	25	19			
Corporate Services - Legal Services	22	5	17			
Corporate Services - Legal Services - POA	51		51			
Emergency 9-1-1	-					
Finance	87		87			
Regional Headquarters	651			500		151
Non-Departmental	900		900			
Police	3,930	120	1,115	515	1,492	688
Transit	214	4	62	54		94
Other Departments Subtotal	9,327	254	3,674	1,089	2,941	1,369
TOTAL - TCA REPLACEMENT	21,435	300	4,017	2,017	11,473	3,628



**2019 - 2028
Capital Forecast**

General Purposes*

TANGIBLE CAPITAL ASSET REQUIREMENTS (\$000's)

	Approved	Forecast					<u>2024- 2028</u>	Total 2020- 2028
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>			
Police Service								
Operations Training Centre - Phase 2	-	-	-	-	-	25,000	25,000	
Facility Repairs & Renovations	515	1,000	1,000	1,000	1,000	5,000	9,000	
Clarington Police Complex Phase 2 - Regional Support Centre and Centre for Investigative Excellence	-	55,000	-	-	-	-	55,000	
Durham North West Seaton	-	-	-	2,500	27,500	-	30,000	
North Division Expansion	-	-	-	-	400	3,000	3,400	
Central East Division	-	-	-	-	400	50,000	50,400	
Police Service subtotal	515	56,000	1,000	3,500	29,300	83,000	172,800	
Paramedic Service								
Ambulance Stations - Seaton	3,500	-	-	-	-	-	-	
- Clarington	-	3,800	-	-	-	-	3,800	
- Uxbridge	-	-	-	-	-	5,700	5,700	
Ambulances & Equipment - Growth Related	458	521	292	-	292	1,064	2,169	
Ambulances & Equipment Replacement	1,678	2,395	2,767	2,052	4,607	15,993	27,814	
Paramedic Service subtotal	5,636	6,716	3,059	2,052	4,899	22,757	39,483	
Health & Social Services								
New Ontario Works Delivery Location	-	-	-	20,000	-	-	20,000	
Sunderland Relocation and Expansion - Child Care	-	1,250	-	-	-	-	1,250	
Seaton Facility	-	8,300	-	-	-	-	8,300	
Health & Social Services subtotal	-	9,550	-	20,000	-	-	29,550	
Headquarters - Space Optimization	450	5,950	4,000	4,000	3,500	-	17,450	
Works Operations								
Regional Roads Program	94,505	114,095	129,538	127,194	135,631	695,218	1,201,676	
Works Operations subtotal	94,505	114,095	129,538	127,194	135,631	695,218	1,201,676	
TOTAL TCA REQUIREMENTS	101,106	192,311	137,597	156,746	173,330	800,975	1,460,959	

* Excludes Durham Region Transit and Solid Waste



2019 Capital Financing

General Purposes*

2019 CAPITAL FINANCING (\$000's)

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

Notes:

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

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



CAPITAL EXPENDITURES
(\$000's)

	Budget					Forecast					TOTAL
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2019-2028
EXPENDITURES:											
1 Clarington Police Complex Phase 2-Regional Support Centre and Centre for Investigative Excellence		\$55,000									\$55,000
2 Operations Training Centre						\$2,000	\$23,000				\$25,000
3 Facility Repairs and Renovations	\$515	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,515
4 Durham North West Seaton				\$2,500	\$27,500						\$30,000
5 North Division Expansion					\$400	3,000					\$3,400
6 Central East Division					\$400			5,000	45,000		\$50,400
TOTAL EXPENDITURES	\$515	\$56,000	\$1,000	\$3,500	\$29,300	\$6,000	\$24,000	\$6,000	\$46,000	\$1,000	\$173,315
Property Taxes (Facility Re/Re and FFE)	\$515	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,515
Debentures	0	\$55,000	\$0	\$2,500	\$28,300	\$5,000	\$23,000	5,000	45,000	0	\$163,800
Dev't Charges											\$0
Other(Surplus)											\$0
TOTAL FINANCING	\$515	\$56,000	\$1,000	\$3,500	\$29,300	\$6,000	\$24,000	\$6,000	\$46,000	\$1,000	\$173,315



NEED/EXPLANATION OF PROJECT		
1	Clarington Police Complex Phase 2 (Regional Support Centre and Centre for Investigative Excellence)	Phase 2 consists of the Regional Support Centre and the Centre for Investigative Excellence. It will be located at the intersection of Highway 2 and Maple Grove Road in Clarington with the existing East Division and Forensic Investigation Facility which opened in 2016. The space plans are based on estimates of future staffing and functional needs to ensure that the buildings are sufficiently sized for a building life of 30 to 40 years.
	Regional Support Centre	To house Tactical Support Unit, Canine Unit, Evidence and Property, Fleet, Quartermaster, and Facilities which are currently in rented facilities in Courtice and Tactical Support now located in the basement of Central East(Oshawa) Division. These permanent functions will be more economically housed in a regionally-owned facility rather than in rented facilities over the long term.
	Where is this function currently housed?	19 Courtice Court, Courtice in 23,505 sf. of leased space and Central East Division (Tactical Support Unit).
	Why is the current facility inadequate?	Size is inadequate, poorly laid out and long term leased facilities are less economic than owned facilities.
	Centre for Investigative Excellence Campus - Crime Management	This building will provide a central location for the majority of the functions of the Serious & Organized Crime Branch which are now located in a number of separate facilities throughout the Region. The current space plan includes Homicide, Fraud, Robbery, Sexual Assault, Vulnerable Persons, Warrant Liaison and Polygraph.
	Where is this function currently housed?	Crime Management Branch units are currently housed in several locations in our facilities.
	Why is the current facility inadequate?	Housing the functions together will provide operational benefits as well as a long-term location as planned growth occurs. This building was part of the original concept for the site which now houses the Central West (Whitby) Division, the Operations Training Centre and the Regional EMS Headquarters at 4060 Anderson Street.
2	Operations Training Centre Phase 2	The Operations Training Centre Phase 2 will be located beside the Operations Training Centre at 4060 Anderson Street Whitby. It will contain the functions now housed at the Police Education and Innovation Centre at Durham College.
	Where is this function currently housed?	Durham College in 23,004 sf of leased space.
	Why is the current facility inadequate?	The lease at the college expires January 20, 2022. The college has indicated they would like to terminate the lease in June 2020. If they do not terminate early it is expected that they will not renew the lease upon its expiry. As there is insufficient time to design and build prior OTC Phase 2 by either the 2020 or 2022 a temporary interim leased location is expected to be sought. This interim location would allow for the deferral of OTC Phase 2 construction as indicated on this schedule. Should the college provide assurances that the lease will be renewed a new location is still required as the existing location is cramped and does not provide adequate facilities to allow the PEIC to fulfill their administrative and training needs.
3	Facility Repairs	2019 Projects: North Div UPS Repl; Central East Div Chiller and Boiler Repl; Central West Div. Access Control Repl, 2020 Projects: North Div. Roof Recoating; Central East Div. Vehicle Wash Repl, Access Control Repl, and IT Dx #1 and #2 Repl.; and Central West Div Pavement Repl and BAS Repl. 2021 Projects: Central East Div Public Entrance & Lobby Renovation., Water Proofing Planters; Central West Div Roof Recoating; West Div Pavement Repl and Additional Visitor Parking and Access Control at several sites. NOTE: Projects listed far exceed funding requested. Projects completed will depend on available funding and determined priority.
4	Durham North West Seaton	The growth in the north west part of the Region including Seaton is expected to necessitate a replacement for the West Division which serves that area. In 2016 the Region procured a 10.7 acre site located at the northeast corner of Sideline 20 and Whitevale Road for this Division. At present this land is not serviced.
5	North Division Expansion	Facilities and North Division will establish a long term spatial analysis needs analysis to determine expansion requirements.
6	Central East Division	This building is now 47 years old and has an expected life of 50 years. Planning to find a suitable piece of land and to construct a replacement building should begin at this time.
	Financing Sources	Region Finance makes the specific funding decisions on a case by case basis. The general policy is to fund capital projects with operating funds from property taxes, capital reserves, development charges and debentures in that order. Development Charges revenue may not be used in the year they are earned, but only in subsequent years. Development charges earned in future years may be allocated to the Clarington Complex. The funding source used for the Police Capital Reserve ended in 2013. Debentures are typically approved and issued at or soon after the contract award stage.



2019 - 2028 Capital Forecast

Health - Paramedic Services

EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

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



2019 - 2028 Capital Forecast

Health - Paramedic Services

Notes:

NEW:

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

REPLACEMENT:

5. Defibrillators are required to be replaced every 5 years. Cyclical replacement is scheduled for 2023 and 2028. There is an annual contribution to a reserve fund for this purpose and will cover the cost of the replacement.
6. Bariatric stretchers are required to comfortably and safely facilitate the transport of bariatric patients. Stretchers need to be replaced based on the recommendations of the manufacturer. (1-2020, 1-2022, 1-2027)
7. Conveyance equipment such as stairchairs and scoop stretchers require cyclical replacement every seven years for patient safety, staff safety, risk mitigation and ambulance service certification standards.
8. Based on manufacturer's recommendations, main stretchers require a refurbishment at 5 years to extend their life cycle to 7 years. (refurbishment 43-2024) (replacement 43-2026)
9. Potable suction units have reached end of life and require cyclical replacement to ensure staff have the necessary equipment to effectively manage airway issues during patient care.
10. All computers at HQ and in all paramedic response stations are replaced on a 4 year lifecycle in accordance with Corporate IT policy requirements.
11. Mobile computers in ambulances and emergency response vehicles have a lifecycle of approximately four years based on current experience and corporate IT policy. A portion of these computers will require cyclical replacement.
12. Furniture at all paramedic response stations and office furnishings at headquarters must be replaced periodically in order to maintain a functional, safe and healthy work environment.
13. Power load systems are required to be installed in the replacement ambulances being ordered to ensure all fleet are equipped with appropriate equipment for safely loading and unloading patients from ambulances.
14. Based on the size of the fleet and as per the approved provincial replacement schedule, the number of replacement ambulances required are 9 in 2019, 10 in 2020, 10 in 2021, 10 in 2022, 11 in 2023, 11 in 2024, 12 in 2025, 12 in 2026, 12 in 2027 and 12 in 2028.
15. Bariatric Special purpose vehicles will require cyclical replacement. (1-2021, 1-2027)
16. Emergency response vehicles are cyclically and routinely replaced to meet provincial approved replacement schedules and standards. These vehicles are procured to be consistent with emergency response vehicle design in order to enhance lifecycle functionality and flexibility. (1-2020, 1-2021, 1-2022, 1-2023, 1-2024, 1-2025, 1-2026, 1-2027, 1-2028).
17. Logistics delivery trucks require cyclical replacement to meet the service operational requirements and the provincial approved replacement schedule. (1-2021, 1-2023, 1-2028)
18. ESU/Special event trailers require cyclical replacement every 15 years and will require replacement in 2021, 2023 and 2028 to meet service operational requirements, emergency and preparedness planning, and increase paramedic service demands at community special events, festivals, and contractual services.
19. Construction (2024) for the replacement of the current Paramedic Response Station in Uxbridge which is an aging leased property.
20. Asphalt repairs are required for the Whitby paramedic response station/headquarters.



2019 - 2028 Capital Forecast

Social Services

EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

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



2019 - 2028 Capital Forecast

Social Services

EXPENDITURES FOR FUTURE BUDGET APPROVAL

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



2019 - 2028 Capital Forecast

Social Services

EXPENDITURES FOR FUTURE BUDGET APPROVAL

NEW:

1. A new Ontario Works delivery site is proposed for the Seaton community in 2020. It is anticipated that this facility will be in similar size and staffing to the existing Regional offices on Commercial Avenue and Westney Road in the Town of Ajax. The preliminary capital forecast includes \$6.4 million for the Social Services Office in Seaton and is also subject to Regional Council approvals.
2. Relocation and expansion of the Sunderland CC in 2020
3. The Seaton program delivery site is contained in the forecast and is contingent on the development of land in this

REPLACEMENT:

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



2019 - 2028 Capital Forecast

Social Services - LTC & Services for Seniors

EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

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



2019 - 2028 Capital Forecast

Social Services - LTC & Services for Seniors

EXPENDITURES FOR FUTURE BUDGET APPROVAL

(\$,000's)

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

Notes:

NEW:

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

REPLACEMENT:

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

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

APPROVED 2019 Road Program

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

APPROVED 2019 Road Program

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

APPROVED 2019 Road Program

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

NOTES:

1) Other Sources of Revenue Include:

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

APPROVED 2020 Road Program

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

APPROVED 2020 Road Program

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

APPROVED 2020 Road Program

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

NOTES:

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

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

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

APPROVED 2021 Road Program

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

APPROVED 2021 Road Program

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

APPROVED 2021 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	775,000	0	77,500	77,500	139,500	13,950	55,800	488,250
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
Total Special Roads Levy				69,395,000	0	11,604,000	11,604,000	11,558,200	1,155,820	4,623,280	40,453,700
Grand Total Financing				129,538,000	0	70,742,000	70,742,000	11,759,200	1,175,920	4,703,680	41,157,200

NOTES:

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

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

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

APPROVED 2022 Road Program

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

APPROVED 2022 Road Program

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

APPROVED 2022 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
80	Hopkins St Overpass	36.0	P	400,000	0	0	0	80,000	8,000	32,000	280,000
82	Finch Ave. (Altona Rd. to Brock Rd.)	37.1	D	500,000	0	200,000	200,000	60,000	6,000	24,000	210,000
84	Whites Rd. (Kingston Rd. to Finch Ave.)	38.2	P	300,000	0	174,000	174,000	25,200	2,520	10,080	88,200
85	Salem Rd. / Rossland Rd. Intersection	1.28	C	1,600,000	0	160,000	160,000	288,000	28,800	115,200	1,008,000
87	Thornton Rd. (N. of Stellar Dr. to King St.)	52.1	U	500,000	0	65,000	65,000	87,000	8,700	34,800	304,500
88	Stevenson Rd. / Phillip Murray Ave. Intersection	1.42	U	50,000	0	5,000	5,000	9,000	900	3,600	31,500
89	Stevenson Rd. (CPR Belleville to Bond St.)	53.1	U	400,000	0	24,000	24,000	75,200	7,520	30,080	263,200
90	Stevenson Rd. (Bond St. to Rossland Rd.)	53.2	P	100,000	0	44,000	44,000	11,200	1,120	4,480	39,200
95	Bowmanville Ave. (N. of Stevens Rd. to Nash Rd.)	57.2	P	100,000	0	7,000	7,000	18,600	1,860	7,440	65,100
97	Bowmanville Ave. / Concession 7 Intersection	1.46	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
101	Manning Rd./Adelaide Ave. Interconnection (Garrard Rd. to Thornton Rd.)	58.1	C	12,000,000	0	120,000	120,000	2,376,000	237,600	950,400	8,316,000
102	Adelaide Ave. (Townline Rd. to Trulls Rd.)	58.2	P	2,500,000	0	0	0	500,000	50,000	200,000	1,750,000
104	Gibb St./Olive Ave. Interconnection (Simcoe St. to Ritson Rd.)	59.2	D,P	1,250,000	0	50,000	50,000	240,000	24,000	96,000	840,000
107	Regional Highway 2 / Lambs Rd. Intersection	1.48	U	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
108	Baldwin St. (N. of Taunton Rd. to N. of Garden St.)	112.2	U	1,400,000	0	126,000	126,000	254,800	25,480	101,920	891,800
109	Regional Highway 47 (York Durham Line to Goodwood Rd.)	147.1	EA	500,000	0	0	0	100,000	10,000	40,000	350,000
110	Regional Highway 47 / Concession 6 Intersection	1.49	C	1,200,000	0	120,000	120,000	216,000	21,600	86,400	756,000
116	Signal Installation Program	1.99	C	1,700,000	0	170,000	170,000	306,000	30,600	122,400	1,071,000
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	765,000	0	76,500	76,500	137,700	13,770	55,080	481,950
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
Total Special Roads Levy				67,615,000	0	6,812,000	6,812,000	12,160,600	1,216,060	4,864,240	42,562,100
Grand Total Financing				127,194,000	0	65,386,000	65,386,000	12,361,600	1,236,160	4,944,640	43,265,600

NOTES:

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

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

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

APPROVED 2023 Road Program

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

APPROVED 2023 Road Program

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

APPROVED 2023 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D.C	795,000	0	79,500	79,500	143,100	14,310	57,240	500,850
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	1,600,000	0	0	0	320,000	32,000	128,000	1,120,000
Total Special Roads Levy				74,050,000	0	10,288,000	10,288,000	12,752,400	1,275,240	5,100,960	44,633,400
Grand Total Financing				135,631,000	2,000,000	68,954,000	68,954,000	12,935,400	1,293,540	5,174,160	45,273,900

NOTES:

1) Other Sources of Revenue Include:

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

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

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

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

APPROVED 2024 Road Program

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

APPROVED 2024 Road Program

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

NOTES:

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

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

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

APPROVED 2025 Road Program

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

APPROVED 2025 Road Program

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

1) Other Sources of Revenue Include:

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

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

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

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

APPROVED 2026 Road Program

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

APPROVED 2026 Road Program

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

NOTES:

1) Other Sources of Revenue Include:

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

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

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

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

APPROVED 2027 Road Program

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

APPROVED 2027 Road Program

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

NOTES:

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

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

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

APPROVED 2028 Road Program

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

APPROVED 2028 Road Program

Bud. Item No.	Project Description	D.C. Item No.	EA/ Design Property Utility Const.	Gross Cost	Other	Expenditure Attribution					
						General Levy		Industrial Development Charges	Institutional Development Charges	Commercial Development Charges	New Residential Development Charges
						Benefit to Existing	General Levy Total				
42	Bayly St. (Liverpool Rd. to Brock Rd.)	22	EA	500,000	0	30,000	30,000	94,000	9,400	37,600	329,000
47	Bayly St. (Harwood Ave. to Salem Rd.)	22.25	EA	500,000	0	35,000	35,000	93,000	9,300	37,200	325,500
51	Bloor St. (Ritson Rd. to Farewell St.)	22.7	D	500,000	0	220,000	220,000	56,000	5,600	22,400	196,000
63	Thickson Rd. (Winchester Rd. to Baldwin St.)	26.6	EA	500,000	0	155,000	155,000	69,000	6,900	27,600	241,500
64	Altona Rd. (N. of Strouds Lane to Finch Ave.)	27.2	D	500,000	0	230,000	230,000	54,000	5,400	21,600	189,000
79	Harmony Rd. (Conlin Rd. to Britannia Ave.)	33.5	EA	500,000	0	170,000	170,000	66,000	6,600	26,400	231,000
81	Hopkins St. (Consumers Dr. to Dundas St.)	36.1	C	13,500,000	0	675,000	675,000	2,565,000	256,500	1,026,000	8,977,500
83	Whites Rd. (Bayly St. to Kingston Rd.)	38.1	D	500,000	0	20,000	20,000	96,000	9,600	38,400	336,000
116	Signal Installation Program	1.99	C	1,755,000	0	175,500	175,500	315,900	31,590	126,360	1,105,650
121	Intelligent Transportation System (ITS) Projects	0.6	D,C	680,000	0	68,000	68,000	122,400	12,240	48,960	428,400
124	Property Acquisition	0.2	P	100,000	0	10,000	10,000	18,000	1,800	7,200	63,000
127	Contingencies Development Related	0.4		300,000	0	30,000	30,000	54,000	5,400	21,600	189,000
129	Regional Share of Services for Residential Subdivision Development	0.8	C	300,000	0	0	0	60,000	6,000	24,000	210,000
Total Special Roads Levy				78,885,000	0	8,451,000	8,451,000	14,086,800	1,408,680	5,634,720	49,303,800
Grand Total Financing				138,478,000	0	67,129,000	67,129,000	14,269,800	1,426,980	5,707,920	49,944,300

NOTES:

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

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

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



2019 Capital Budget and 2020 to 2028 Forecast

Durham Region Transit

CAPITAL EXPENDITURES (\$000's)

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

¹ Note: Subject to review

* Columns and rows may not add due to rounding



The Regional Municipality of Durham

2019 - 2028 Forecast - Major Capital

Works - Solid Waste Management

ITEM	2019 BUDGET ESTIMATES	2020 BUDGET ESTIMATES	2021 BUDGET ESTIMATES	2022 BUDGET ESTIMATES	2023 BUDGET ESTIMATES	2024 BUDGET ESTIMATES	2025 BUDGET ESTIMATES	2026 BUDGET ESTIMATES	2027 BUDGET ESTIMATES	2028 BUDGET ESTIMATES	TOTAL PROJECT ESTIMATES
Expenses											
1 Closed Landfill sites - Environmental protection, compliance and rehabilitation											
Oshawa landfill			1,130,000	420,000	220,000	550,000	150,000	150,000		150,000	2,770,000
Remediation - Erosion and leachate control									3,350,000		3,350,000
Rehabilitation - Site repurposing (greenspace)											-
Blackstock landfill (Port Perry) ¹	253,000										253,000
Rehabilitation of mined landfill - landscaping											-
Scugog landfill			560,000								560,000
Remediation - Purchase Contaminant Attenuation Zone					940,000						940,000
Rehabilitation - Site repurposing (greenspace)											-
Scott landfill (Uxbridge) ²											-
Landfill Reclamation (Mining)		2,900,900									2,900,900
Subtotal	\$253,000	\$2,900,900	\$1,690,000	\$420,000	\$1,160,000	\$550,000	\$150,000	\$150,000	\$3,350,000	\$150,000	10,773,900
2 New Clarington MHSW Facility - construction/Call Centre staff relocation	160,000										160,000
Subtotal	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000
3. Long-term Organics Management Plan ³											
Transfer, mixed waste pre-sort and anaerobic digestion to increase organics diversion											165,300,000
Design and construction (assuming P3 DBOM contract)		165,300,000									165,300,000
Subtotal	\$0	\$165,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$165,300,000
4. Durham/York Energy Centre ⁴											
Expansion EA and potential waste heat recovery project											10,060,000
Expansion EA process and consulting (could take 4 to 10 years to complete)	60,000	10,000,000									10,060,000
Consultant investigation - additional waste heat utilization / project construction ⁵		100,000	900,000								1,000,000
Subtotal	\$60,000	\$10,100,000	\$900,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,060,000
5. Modifications and/or new waste management facilities (WMFs) ⁶											
Optimization of older WMF sites and/or new sites for efficiencies/growth											10,505,000
Future optimizations or new sites		2,600,000	3,152,500		500,000	1,100,000	3,152,500				8,500,000
New Seaton facility			8,500,000								8,500,000
Subtotal	\$0	\$2,600,000	\$11,652,500	\$0	\$500,000	\$1,100,000	\$3,152,500	\$0	\$0	\$0	\$19,005,000
6. Upgrades of Equipment at Material Recovery Facility (MRF) ⁷											
Equipment upgrades (Efficiency enhancements and maximize revenues/diversion)	1,130,000	290,000	260,000	520,000							2,200,000
Subtotal	\$1,130,000	\$290,000	\$260,000	\$520,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200,000
7. Long Term Waste Management Master Plan ⁸											
Consultant investigations and public consultation	200,000		300,000	-	-	-					500,000
Sub-total	\$200,000	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
TOTAL MAJOR CAPITAL EXPENSES ⁹	\$1,803,000	\$181,190,900	\$14,802,500	\$940,000	\$1,660,000	\$1,650,000	\$3,302,500	\$150,000	\$3,350,000	\$150,000	\$208,998,900

Notes:

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



Major Services & Activities

Winter Control

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

Roadside Maintenance

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

Transportation Planning and Design

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

Traffic Systems

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



2019 Business Plan

Works - General Tax

Major Services & Activities (continued)

Linear Infrastructure

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

Facilities Management

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

Real Estate

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

Storm Sewers

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

Regional Forest

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

Regional Fleet Vehicles

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



2019 Business Plan

Works - General Tax

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

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

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

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

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

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

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

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

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



2019 Business Plan

Works - General Tax

Strategic Goals

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

PROGRAM SUMMARY



2019 Business Plan

Works - General Tax

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

PROGRAM SUMMARY



2019 Business Plan

Works - General Tax

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

PROGRAM SUMMARY



2019 Business Plan

Works - General Tax

Summary of Base Budget Changes

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Works - General Tax

\$ 000's

Maintenance Operations

Winter Control

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

Roadside Maintenance

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

Storm Sewers

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Works - General Tax

\$ 000's

Traffic Operations

Signals and Systems

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

60

Signs, Markings and Roadside Protection

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

(4)

Engineering and Central Control Systems

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

307

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Works - General Tax

\$ 000's

Engineering and Staff Support

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Works - General Tax

\$ 000's

Facilities Management

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

Regional Forest

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

Depot Operations

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

Fleet Operations

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Works - General Tax

\$ 000's

Payroll Clearing

- ◆ Proposed new position representing 1.000 FTE, to start July 1st, 2019:
 - ◆ One (1) Skilled Maintenance Worker 1 at the Orono Depot to assist with all Depot activities related to Roads, Water, and Sewer (Annualized impact is \$95.0k) (1.000 FTE) 48
- ◆ Adjustments to temporary pay and overtime pay based on review of historical actuals and to align payroll costs with associated activities in General Tax, Water Supply, and Sanitary Sewerage activities 188
- ◆ Increase in recoveries associated with new positions, position transfers and increased temporary and overtime costs through distribution throughout General Tax, Water Supply and Sanitary Sewerage activities (236)

-

Administration

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

(1)

Headquarters Shared Cost

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

71

Tangible Capital Assets

- ◆ Program changes include the acquisition of new assets and the replacement of assets related to depot operations, facilities management, fleet, equipment and construction projects, including the construction of municipal services. Refer to capital schedules for detailed information 370

370

Total Program Changes 1,304



2019 Business Plan

Works - Solid Waste Management

Major Services & Activities

Collection, Processing and Haulage

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

Waste Facilities Operations and Landfill Management

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

Administration, Promotion and Education

- ◆ Educational, promotional and outreach programs, special events and displays, including radio, television, newspaper media presentations
- ◆ Enforcement of Waste By-law 46-2011, governing the provision of Regional waste management services.
- ◆ Waste planning, policy, research, studies and compliance reporting.
- ◆ Waste contracts administration, inspection, monitoring and payments.
- ◆ Blue Box, Green Bin and backyard composter sales programs.

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

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

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



2019 Business Plan

Works - Solid Waste Management

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

Key Deliverables

Responsibility - Co-Lead

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

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

Key Deliverables

Responsibility - Co-Lead

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

Strategic Goals

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

PROGRAM SUMMARY



2019 Business Plan

Works - Solid Waste Management

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

PROGRAM SUMMARY



2019 Business Plan

Works - Solid Waste Management

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

Summary of Increase (Decrease)

\$1,817	4.25%	\$5,744
→	→	→
		13.44%

Summary of Base Budget Changes

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Works - Solid Waste Management

\$ 000's

Waste Management Facilities

Oshawa Waste Management Facility

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

Scugog Waste Management Facility

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

Brock Waste Management Facility

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Works - Solid Waste Management

\$ 000's

Waste Management Facilities (continued)

Pickering Waste Management Facility

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

Durham Material Recovery Facility

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

Durham York Energy Centre

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

Collection, Processing, Disposal

Collection Services

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

Processing & Disposal Services

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Works - Solid Waste Management

\$ 000's

Common Services Costs

Waste Administration

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

Administration

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

Facilities Management

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

Headquarters Shared Cost

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

Waste Management Centre

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

Revenues

Revenues - Diversion Materials

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Works - Solid Waste Management

\$ 000's

Tangible Capital Assets

♦ Program changes include the acquisition of new assets and the replacement of assets related to Solid Waste Management operations. Refer to capital schedules for detailed information.	900
	<hr/>
	900

Major Capital Projects

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



2019 Business Plan

Health

Major Services & Activities

Healthy Living

- ◆ Promote and enforce the *Smoke-Free Ontario Act, 2017*, including tobacco and e-cigarette vendor inspections; promote tobacco use prevention and cessation strategies.
- ◆ Improve adoption of healthy living behaviours to reduce the burden of preventable chronic diseases, substance use and reduce the burden of illness from preventable injuries.
- ◆ Reduce the health inequities related to chronic diseases, injuries and substance use such that everyone has equal opportunities for health.
- ◆ Implement education campaigns to promote healthy eating and physical activity.
- ◆ Promote and implement school and workplace wellness initiatives.
- ◆ Provide oral health clinical services including fluorides, sealants, cleaning and scaling for children and youth in need, and provide dental screening and oral health education for adults.

Healthy Families

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

Infectious Diseases

- ◆ Administer vaccines for flu, hepatitis B, meningococcal C, and Human Papillomavirus (HPV), through community-based and school clinics; distribute vaccines to hospitals, clinics, physicians, etc.
- ◆ Monitor and enforce compliance with the *Immunization of School Pupils Act (ISPA)* and the immunization provisions of *Child Care and Early Years Act, 2014 (CCEYA)*.
- ◆ Investigate cases of infectious and communicable diseases; provide case and contact management.
- ◆ Investigate respiratory and enteric outbreaks in health care facilities and the community.
- ◆ Work with community partners to enhance infection prevention and control (IPAC) measures and improve public awareness regarding IPAC practices.
- ◆ Provide clinical services to prevent or reduce sexually transmitted infections.



2019 Business Plan

Health

Major Services & Activities (Continued)

Health Protection

- ◆ Conduct regular inspections of food premises, water facilities, personal services settings; inspect sewage systems.
- ◆ Investigate and conduct risk assessments of environmental health hazards, such as air quality.
- ◆ Enforce the *Health Protection and Promotion Act* and the *Healthy Menu Choices Act, 2015* through inspections, education and training; enforcement when necessary.
- ◆ Respond to public inquiries; provide information on health protection issues.
- ◆ Plan and prepare to respond and recover from public health issues during health emergencies.
- ◆ Collaborate with community partners regarding climate change and the Harmonized Heat Warning and Information System (HWIS); distribution of KI pills related to nuclear emergency preparedness.

Paramedic Services

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

Health Analytics and Administration

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



2019 Business Plan

Health

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

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

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

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

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

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

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

STRATEGIC PLANNING



2019 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



2019 Business Plan

Public Health

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

Summary of Increase (Decrease)

\$1,135	\$1,415
6.20%	7.74%

* Excludes Tangible Capital Assets in 100% funded programs

PROGRAM SUMMARY



2019 Business Plan

Public Health

Summary of Base Budget Changes

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Public Health

(\$,000's)

Healthy Living

Harm Reduction

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

Chronic Disease Prevention

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

School Health

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

Substance Use

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

Tobacco Enforcement

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Public Health

(\$,000's)

Healthy Families

Infant and Child Development

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

Prenatal and Newborn

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

Infectious Diseases

Infectious Diseases - HP

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

Infectious Diseases - PHD

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Public Health

(\$,000's)

Infectious Diseases (Continued)

Immunization

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

Health Protection

Food Safety

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

Healthy Environments

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

Sewage Systems Maintenance Inspections

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Public Health

(\$,000's)

Health Analytics and Administration

General

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

HARP

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

Facilities Management

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

Headquarters Shared Costs

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

Tangible Capital Assets

REPLACEMENT

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

Total Program Changes 280



PARAMEDIC RESPONSE STATIONS

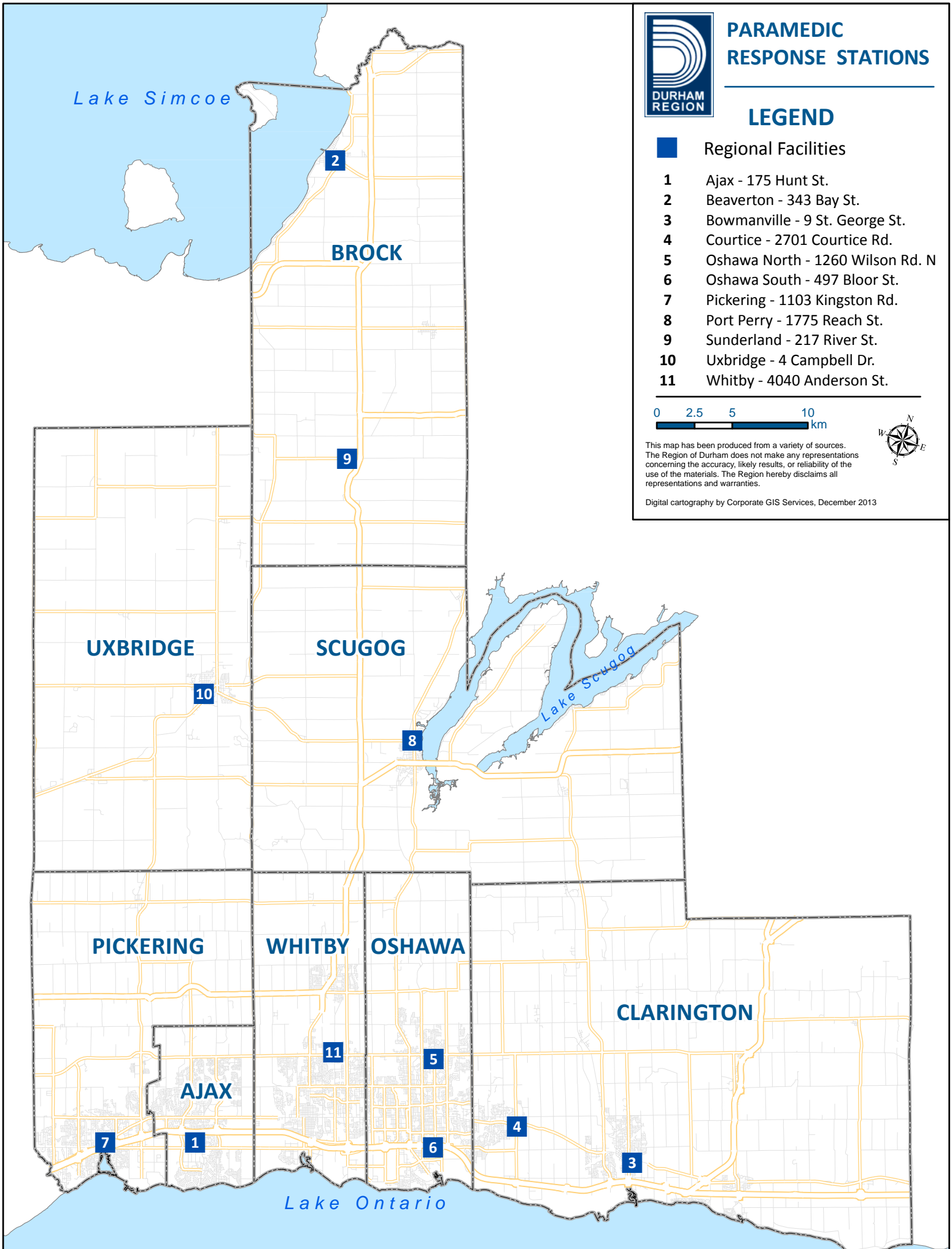
LEGEND

- 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.



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

Digital cartography by Corporate GIS Services, December 2013



PROGRAM SUMMARY



2019 Business Plan

Health - Paramedic Services

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

Summary of Increase (Decrease)

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

PROGRAM SUMMARY



2019 Business Plan

Health - Paramedic Services

Summary of Base Budget Changes

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Health - Paramedic Services

(\$,000's)

Operations

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

Planning and Logistics

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

Facilities Management

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

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Health - Paramedic Services

(\$,000's)

Primary Care Outreach Program

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

Tangible Capital Assets

NEW

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



2019 Business Plan

Social Services - Emergency Management and Program Support Services

Major Services & Activities

Emergency Management

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

Program Support Services

- ◆ Assist the Department and the Commissioner's Office to continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs, and to continue to coordinate the Department retaining the Canada Order of Excellence from Excellence Canada. This was awarded to the Department in 2015 and is reviewed every three years. In 2018, the Department met new standards with Excellence Canada's Excellence, Innovation and Wellness (EIW) Standard and achieved the Gold Award. The Department will sustain this level of Excellence for continuous improvement throughout 2019 and prepare for a submission for the Order of Excellence in the EIW Standard.

Local Diversity and Immigration

- ◆ Provide a collaborative community framework to facilitate development and implementation of the Diversity and Immigration Community Plan.
- ◆ Facilitate the ongoing development and operations of the Local Diversity and Immigration Partnership Council.
- ◆ Improve settlement and integration outcomes for newcomers and all diverse populations.

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

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

Key Deliverables

Responsibility - Co-Lead

- ◆ Plans for the immigrant employment network completed.
- ◆ Identify and act upon opportunities to support economic development through the Local Diversity and Immigration Partnership Council (LDIPC).
- ◆ Support and promote newcomer-focused labour market partnerships.



2019 Business Plan

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

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

Key Deliverables

Responsibility - Co-Lead

- ◆ Continue to build on the existing LDIPC.

Strategic Goals

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

PROGRAM SUMMARY

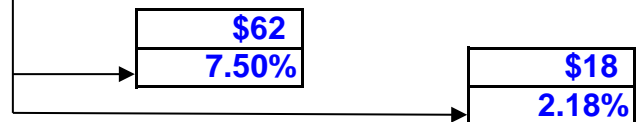


2019 Business Plan

Social Services - Emergency Management and Program Support Services

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
Operating:					
1 Emergency Management	217	169	172	-	172
2 Program Support Services	831	643	660	-	660
3 Local Diversity and Immigration					
Net Expenses	259	272	324	(72)	252
Federal Subsidy	(259)	(272)	(272)	28	(244)
Local Diversity and Immigration Subtotal	-	-	52	(44)	8
Operating Subtotal	1,048	812	884	(44)	840
Tangible Capital Assets:					
2 Replacement	15	15	5	-	5
Tangible Capital Assets Subtotal	15	15	5	-	5
Net Program Expenses	1,063	827	889	(44)	845

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	28	Economic increases
Salaries & Benefits	44	Annualization - 1 position
Tangible Capital Assets - Replacement	(10)	Remove one-time items
	62	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Social Services - Emergency Management and Program Support Services

(\$'000's)

Local Diversity and Immigration

- ◆ Position Transfer: 0.50 Program Assistant to Income Support to provide support for the Financial Empowerment Framework Initiative. (43)
- ◆ Decrease to various operating expenses due to reduced Federal Subsidy. (29)
- ◆ Decrease to Federal Subsidy. 28

Total Program Changes (44)



2019 Business Plan

Social Services - Social Assistance

Major Services & Activities

Ontario Works Program Delivery

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

Ontario Works Program Delivery

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

Family Counselling Services

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

Funerals and Burials

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

Employment Programs

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



2019 Business Plan

Social Services - Social Assistance

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

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

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ OW clients receive training which aligns with employer needs. ◆ Continue to promote and support youth employment programs offered through province and federal governments, post-secondary institutions and local school boards, business and other stakeholders. 	

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

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

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

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

STRATEGIC PLANNING



2019 Business Plan

Social Services - Social Assistance

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

PROGRAM SUMMARY



2019 Business Plan

Social Services - Social Assistance

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
1 ONTARIO WORKS PROGRAM DELIVERY					
Net Expenses	33,311	34,208	34,903	(129)	34,774
Tangible Capital Assets	89	89	91	15	106
Provincial Subsidy	(18,951)	(18,951)	(19,102)	(118)	(19,220)
Subtotal	14,449	15,346	15,892	(232)	15,660
2 ONTARIO WORKS CLIENT BENEFITS					
Net Expenses	77,481	79,627	80,747	42	80,789
Provincial Subsidy	(77,481)	(79,627)	(80,747)	(42)	(80,789)
Subtotal	-	-	-	-	-
3 TRANSITION CHILD BENEFITS					
Net Expenses	844	866	866	-	866
Provincial Subsidy	(844)	(866)	(866)	-	(866)
Subtotal	-	-	-	-	-
4 FAMILY COUNSELLING SERVICES	192	192	192	-	192
5 PEDICULOSIS TREATMENT AND EDUCATION	21	21	21	-	21
6 FUNERALS & BURIALS (100% REGIONAL)	202	225	225	-	225
7 SOCIAL INVESTMENT FUND	1,046	1,023	1,024	20	1,044

PROGRAM SUMMARY



2019 Business Plan

Social Services - Social Assistance

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
8 HEADQUARTERS SHARED COST					
Net Expenses	1,244	1,244	1,125	147	1,272
Provincial Subsidy	(622)	(622)	(562)	(73)	(635)
Subtotal	622	622	563	74	637
Net Program Expenses	16,532	17,429	17,917	(138)	17,779

Summary of Increase (Decrease)

	488	
→	2.80%	→
→		\$350
→		2.01%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	760	Economic increases
Operating Expenses	(32)	Utility savings
Operating Expenses	(30)	Inflationary adjustments
Operating Expenses	(2)	Inter-departmental recoveries
Other Expenses	(59)	Headquarters shared costs
Tangible Capital Assets - Replacement	2	Increased requirement
Subsidy - OW Program Delivery	(151)	Increased Provincial funding
	488	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Social Services - Social Assistance

(\$,000's)

Ontario Works Program Delivery

Financial Assistance Delivery

- ◆ Position Transfer: 0.50 Program Assistant from EPSS - Local Diversity and Immigration to provide support for the Financial Empowerment Framework Initiative. 43
- ◆ Position Reclassification: Senior Social Services Clerk to Clerk 3 to better meet the needs of the division related to administrative demands. (15)
- ◆ Increase to provision to account for hiring constraints associated with staff turnover. These savings are representative of salary costs otherwise budgeted for a full year, yet only partial year costs are realized. (140)
- ◆ Decrease to Agency Personnel costs to reflect 2018 actual expenditures. (17)

Subtotal (Net Expenses) (129)

Tangible Capital Assets - New

- ◆ New furniture for resource and training room at 200 John St. location. 15
- Subtotal 15

Provincial Subsidy

- ◆ Program Delivery funding increase based on cost per case estimate. (118)
- Subtotal Provincial Subsidy (118)

Subtotal (232)

Ontario Works Client Benefits

Client Benefits

- ◆ Increase in various Discretionary Benefits Expenses based on increased demand and usage of benefits. 42

Provincial Subsidy

- ◆ Increase in Discretionary Benefits Subsidy based on increased demand and usage of benefits. (42)

Subtotal -

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Social Services - Social Assistance

(\$,000's)

Social Investment Fund

- | | |
|---|------|
| ♦ Decrease in Client Benefit Expenses to better reflect actual expenditures. | (40) |
| ♦ Increase in Services Agency payments to continue to help address poverty and invest in the social infrastructure of the communities of Durham Region. | 60 |
| | 20 |

Headquarters Shared Cost

- | | |
|---|------|
| ♦ Social Assistances' share of costs related to the operation and maintenance of Regional Headquarters. | 147 |
| ♦ Allocated Provincial subsidy related to Regional Headquarters operating and maintenance costs. | (73) |
| | 74 |

Total Program Changes (138)



2019 Business Plan

Social Services - Children's Services

Major Services & Activities

Directly Operated

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

Purchase of Services

- ◆ Purchase support including: child care spaces, funding for early learning inclusion staff and services assisting children with special needs in licensed child care settings and private-home day care programs

Behaviour Management

- ◆ Provide consultation to the licensed child care sector, parents and care givers of children with developmental disabilities, when they are experiencing difficulty managing child behaviour

General Operating

- ◆ The purpose of the General Operating Program is to provide financial support to licensed child care operators for staff wages, benefits, lease costs, utilities, administration, nutrition, supplies and other operating costs

Administration

- ◆ Reduce the financial impact on Income Support programs through effective financial management and encouraging employment and supporting educational upgrading
- ◆ Provide support and quality assurance oversight to Durham's early years and child care sector



2019 Business Plan

Social Services - Children's Services

Wage Enhancement

- ◆ Flow Provincial funds to close the wage gap between Registered Early Child Care Educators (RECE's) working in School Boards and those in licensed child care
- ◆ In 2018, Fee Stabilization funding to support licensed child care providers to meet minimum wage requirements and comply with the Fair Workplaces, Better Jobs Act, 2017 was implemented

Child and Family Supports

- ◆ EarlyON Centres, former Ontario Early Years Child and Family Centres, provide free programs for parents and children under 6 years of age
- ◆ Data Analysis Coordinator conducts the Early Development Instrument process and kindergarten parent survey. Data is used to inform service planning
- ◆ As the Consolidated Municipal Service Manager (CMSM), create and implement an annual service system plan for Durham and provide leadership for child care initiatives by: leading the Best Start Network, working in partnership with school boards, child care operators, support services and agencies to implement the Early Learning Framework and Provincial Modernization activities

Child Care Expansion

- ◆ This is a new funding program that began in 2017 as part of the Provincial initiative to create 100,000 child care spaces over the next five years. The funding is to support children 0 - 3.8 years of age, with additional fee subsidies; and/or increased access to licensed child care

Early Learning and Child Care

- ◆ This is a new funding program that also began in 2017 which supports a shared commitment by the Ontario and Federal governments to provide investments in early learning and child care (ELCC). The funding is intended to support access to non-profit licensed child care



2019 Business Plan

**Social Services -
Children's Services**

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

PROGRAM SUMMARY



2019 Business Plan

Social Services - Children's Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
1 PURCHASED FEE SUBSIDY SPACES					
Operating Expenses	21,330	19,055	19,055	1,800	20,855
Provincial Subsidy	(18,590)	(17,004)	(17,004)	(1,800)	(18,804)
Subtotal	2,740	2,051	2,051	-	2,051
2 DIRECTLY OPERATED SPACES					
Operating Expenses	8,093	8,052	8,076	156	8,232
Tangible Capital Assets	507	507	34	63	97
Provincial Subsidy	(4,507)	(4,507)	(4,507)	-	(4,507)
Provincial Contribution-One-Time	(350)	(350)	-	-	-
Fees & Service Charges	(1,414)	(1,265)	(1,265)	(228)	(1,493)
Subtotal	2,329	2,437	2,338	(9)	2,329
3 ONTARIO WORKS CHILD CARE					
Operating Expenses	1,597	1,500	1,500	-	1,500
Provincial Subsidy	(1,227)	(1,227)	(1,227)	-	(1,227)
Subtotal	370	273	273	-	273
4 SOCIAL INVESTMENT FUND					
Operating Expenses	16	32	32	-	32
Subtotal	16	32	32	-	32
5 SPECIAL NEED RESOURCING					
Operating Expenses	3,486	3,986	3,986	(500)	3,486
Provincial Subsidy	(3,158)	(3,608)	(3,608)	500	(3,108)
Subtotal	328	378	378	-	378
6 BEHAVIOUR MANAGEMENT SERVICES					
Operating Expenses	1,832	1,991	2,048	(49)	1,999
Tangible Capital Assets	1	1	-	-	-
Provincial Subsidy	(1,381)	(1,377)	(1,377)	-	(1,377)
Fees & Service Charges	(118)	(118)	(118)	-	(118)
Subtotal	334	497	553	(49)	504

PROGRAM SUMMARY



2019 Business Plan

Social Services - Children's Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
7 GENERAL OPERATING PROGRAM SUBSIDY					
Operating Expenses	8,424	9,710	9,710	(1,300)	8,410
Provincial Subsidy	(7,634)	(8,634)	(8,634)	1,300	(7,334)
Subtotal	790	1,076	1,076	-	1,076
8 CORE ADMINISTRATION					
Operating Expenses	4,111	4,327	4,415	(22)	4,393
Tangible Capital Assets	57	57	11	-	11
Provincial Subsidy	(2,313)	(2,313)	(2,313)	-	(2,313)
Subtotal	1,855	2,071	2,113	(22)	2,091
9 SPECIAL PURPOSE - PROJECTS					
Operating Expenses	939	1,078	1,078	-	1,078
Provincial Subsidy	(939)	(1,078)	(1,078)	-	(1,078)
Subtotal	-	-	-	-	-
10 WAGE ENHANCEMENT					
Operating Expenses	12,902	13,381	13,393	(12)	13,381
Provincial Subsidy	(10,845)	(10,746)	(10,746)	-	(10,746)
Provincial Contribution-One-Time	(2,057)	(2,635)	(2,635)	-	(2,635)
Subtotal	-	-	12	(12)	-
11 CHILD AND FAMILY SUPPORTS					
Operating Expenses	4,373	4,468	4,538	85	4,623
Tangible Capital Assets	6	6	-	-	-
Provincial Subsidy	(4,379)	(4,474)	(4,474)	(149)	(4,623)
Subtotal	-	-	64	(64)	-

PROGRAM SUMMARY

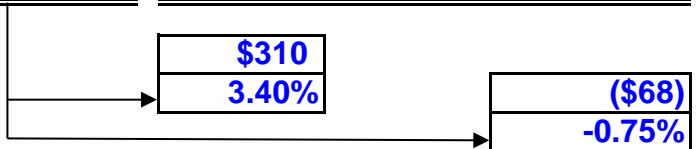


2019 Business Plan

Social Services - Children's Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
12 CHILD CARE EXPANSION PLAN					
Operating Expenses	10,336	11,433	8,763	(151)	8,612
Tangible Capital Assets	6	6	-	2	2
Provincial Subsidy	(10,342)	(9,439)	(8,614)	-	(8,614)
Provincial Contribution-One-Time	-	(2,000)	-	-	-
Subtotal	-	-	149	(149)	-
13 CANADA-ONTARIO EARLY LEARNING AND CHILD CARE					
Operating Expenses	3,199	3,800	3,672	241	3,913
Tangible Capital Assets	7	7	-	-	-
Provincial Subsidy	(3,206)	(3,557)	(3,557)	-	(3,557)
Provincial Contribution-One-Time	-	(250)	-	(356)	(356)
Subtotal	-	-	115	(115)	-
14 HEADQUARTERS SHARED COST					
Operating Expenses	574	574	519	68	587
Provincial Subsidy	(272)	(273)	(247)	(26)	(273)
Subtotal	302	301	272	42	314
Net Program Expenses	9,064	9,116	9,426	(378)	9,048

Summary of Increase (Decrease)





2019 Business Plan

Social Services - Children's Services

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	211	Economic increases
Salaries & Benefits	383	Annualization - 7 positions
Operating Expenses	(825)	Provincial funding reduction - Contracted Services
Operating Expenses	(8)	Utility savings
Operating Expenses	40	Inflationary increases
Operating Expenses	(29)	Headquarters shared cost
Other Expenses	(2,250)	Remove one-time Contracted Services
Provincial Subsidy	2,600	Remove one-time funding
Provincial Subsidy	825	Provincial funding reduction
Major Repairs & Renovations	(98)	Remove one-time items (various)
Tangible Capital Assets - New	(399)	Remove one-time items
Tangible Capital Assets - Replacement	(140)	Reduced requirements
	<u>310</u>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Social Services - Children's Services

(\$,000's)

Purchased Fee Subsidy Spaces

♦ Transfer from Special Needs Resourcing to better reflect program requirements.	500
♦ Transfer from General Operating Program to better reflect program requirements.	1,300
♦ Change in Provincial Subsidy to account for reallocations noted above.	(1,800)
Subtotal	-

Directly Operated Spaces

♦ New Position: 4 Early Childhood Educators, beginning July 1, 2019, to maintain staff to child ratio coverage. Note that these are conversions of temporary positions. (Annualized cost is \$404k)	202
♦ New Position: 5 Program Assistants, beginning July 1, 2019, to maintain staff to child ratio coverage. Note that these are conversions of temporary positions. (Annualized cost is \$394k)	197
♦ New Position: 4 Program Assistants, beginning April 1, 2019, to maintain staff to child ratio coverage at Edna Thomson ELCC. (Annualized cost is \$315k)	237
♦ Reduction in temporary costs to help offset the new position costs outlined above.	(491)
♦ Reduction of Hillsdale Terraces charge as the home has transitioned away from preparation of meals for the Directly Operated Early Learning Child Care Centres effective March 1, 2018.	(56)
♦ Increase in facility costs related to relocation of Edna Thomson ELCC to new site.	87
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(44)
♦ Major Repairs & Renovations to address Health & Safety and Accessibility; including Lakewoods: Washroom Renovations (\$15k); Pickering: Access Ladder Replacement (\$9k).	24
♦ Tangible Capital Assets - New: Tablets for staff.	4
♦ Tangible Capital Assets - Replacement: Rooftop Air Conditioning Unit at Pickering ELCC.	59
♦ Increase in parent fee revenue to reflect program expansions at Lakewoods and Edna Thomson ELCC.	(173)
♦ Increase in parent fee revenue to better reflect actuals.	(55)
Subtotal	(9)

Ontario Works Child Care

♦ Reallocate Contracted Services (\$82k) and associated Provincial Subsidy (\$43k) to Ontario Works - Formal from Ontario Works - Informal to reflect program requirements.	-
---	---

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Social Services - Children's Services

(\$,000's)

Special Needs Resourcing

◆ Transfer to Purchased Fee Subsidy Spaces to better reflect program requirements.	(500)
◆ Decrease to Provincial Subsidy to account for reallocation as noted above.	500
Subtotal	-

Behaviour Management Services

Behaviour Management Services

◆ Position Transfer: 0.50 Behaviour Consultant from Behaviour Management Development Disability Services to Behaviour Management - Child Care to reflect operational needs.	(54)
◆ Position Transfer: 0.14 Manager, from Behaviour Management to Development Disability to Behaviour Management Services to maintain service levels and needs.	22
◆ Position Reclassification: Manager - Behaviour Management to Behaviour Consultant to align with Provincial direction for supporting licensed child care.	(49)
Subtotal	(81)

Behaviour Management Development Disability

◆ Position Transfer: 0.50 Behaviour Consultant from Behaviour Management Development Disability Services to Behaviour Management - Child Care to reflect operational needs.	54
◆ Position Transfer: 0.14 Manager from Behaviour Management Development Disability to Behaviour Management Services to maintain service levels and needs.	(22)
Subtotal	32
	(49)

General Operating Program

◆ Reallocate Contracted Services to Purchased Fee Subsidy Spaces to better reflect program requirements.	(1,300)
◆ Decrease in Provincial Subsidy to account for reallocation noted above.	1,300
Subtotal	-

Core Administration

◆ Position Transfer: 1.00 Program Manager from Child Care Expansion Plan to maintain service levels and needs.	131
◆ Position Transfer: 1.00 Policy Analyst from Canada-Ontario Early Learning and Child Care to maintain service levels and needs.	123
◆ Position Transfer: 1.00 Accounting Clerk to Child Care Expansion Plan to maintain service levels and needs.	(78)
◆ Increase in Payroll Recovery from Fee Stabilization to support Administration costs.	(198)
Subtotal	(22)

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Social Services - Children's Services

(\$,000's)

Wage Enhancement

♦ Decrease to Contracted Services to better reflect service needs.	(198)
♦ Core Administration Charge to account for internal staffing costs used to deliver and monitor the Fee Stabilization Support subsidy noted above.	198
♦ Adjustments in various operating expenses to better reflect actual expenditures and forecasted requirements.	(12)
	(12)

Child and Family Supports

♦ Increase to Communication expenses to better reflect actual expenditures.	36
♦ Increase to Materials & Services to better reflect actual expenditures.	14
♦ Adjustments in various operating expenses to better reflect actual expenditures and forecasted requirements.	11
♦ Increase to Contracted Services related to EarlyON Child and Family Centres.	24
♦ Increase to Provincial Subsidy.	(149)
	(64)

Child Care Expansion

♦ Position Transfer: 1 Program Manager to Core Administration to maintain service levels and needs.	(131)
♦ Position Transfer: 1.00 Accounting Clerk from Core Administration to maintain service levels and needs.	79
♦ Reduction in temporary staffing requirements.	(69)
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements.	(30)
♦ Tangible Capital Assets - New: Tablet for staff.	2
♦ Inter-Departmental Transfers to Public Health to fund the Special Needs Resourcing Project.	122
♦ Decrease in Contracted Services to fund program outlined above.	(122)
	(149)

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Social Services - Children's Services

(\$,000's)

Canada-Ontario Early Learning and Child Care (ELCC)

<ul style="list-style-type: none"> ◆ Position Transfer: 1.00 Policy Analyst to Core Administration to maintain service levels and needs. ◆ One-Time Service Agencies for Non-Profit Community Based Capital investment through ELCC 2018 carryover. ◆ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements. ◆ One-Time Provincial Subsidy for Non-Profit Community Based Capital investment through ELCC 2018 carryover. 	<p>(123)</p> <p>356</p> <p>8</p> <p>(356)</p> <hr style="border: 0.5px solid black;"/> <p>(115)</p>
---	---

Headquarters Shared Costs

<ul style="list-style-type: none"> ◆ Children's Services share of costs related to the operation and maintenance of Regional Headquarters. ◆ Increase to Provincial Subsidy to fund Regional Headquarters operations with eligible subsidy. 	<p>68</p> <p>(26)</p> <hr style="border: 0.5px solid black;"/> <p>42</p>
---	--

Total Program Changes (378)



2019 Business Plan

Social Services - Family Services

Major Services & Activities

Core Community Services

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

Employee Assistance Program

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

Adult Community Support Services

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

Partner Assault Response

- ◆ Provide education and counselling to individuals who are mandated by the court to participate, in response to a criminal charge involving domestic violence against a current or former partner.



2019 Business Plan

Social Services - Family Services

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

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

PROGRAM SUMMARY



2019 Business Plan

Social Services - Family Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Core Community Services	4,528	4,866	4,989	(185)	4,804
2 Employee Assistance Program (EAP)	120	178	184	(6)	178
3 Adult Community Support Services	555	674	660	-	660
4 Partner Assault Response (PAR)	534	509	519	(10)	509
5 Facilities Management	282	231	265	-	265
6 Headquarters Shared Cost	335	335	303	39	342
Operating Subtotal	6,354	6,793	6,920	(162)	6,758
Tangible Capital Assets:					
New	-	-	-	34	34
Replacement	10	10	10	100	110
Contribution from Reserve / Reserve Fund		-		(100)	(100)
Tangible Capital Assets Subtotal	10	10	10	34	44
Total Program Expenses	6,364	6,803	6,930	(128)	6,802
Revenue Programs					
1 Core Community Services	(93)	(193)	(193)	(4)	(197)
2 Employee Assistance Program (EAP)	(120)	(178)	(178)	-	(178)
3 Adult Community Support Services	(555)	(549)	(549)	(50)	(599)
4 Partner Assault Response (PAR)	(534)	(509)	(509)	-	(509)
Total Revenue Expenses	(1,302)	(1,429)	(1,429)	(54)	(1,483)
Net Program Expenses	5,062	5,374	5,501	(182)	5,319

Summary of Increase (Decrease)

\$127	2.36%	(\$55)
2.36%		-1.02%



2019 Business Plan

Social Services - Family Services

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	151	Economic increases
Salaries & Benefits	57	Annualization - 2 positions
Salaries & Benefits	(83)	Remove one-time temporary staffing
Operating Expenses	34	Inflationary increases
Operating Expenses	(32)	Headquarter shared cost
	127	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Social Services - Family Services

(\$,000's)

Core Community Services

<ul style="list-style-type: none"> ◆ New Position: 1 Family Counsellor 2, effective January 1, 2019, to continue to support the Primary Care Outreach Program (PCOP) in partnership with the Health Department - Paramedic Services. ◆ Allocation of Family Counsellor 2 position to Primary Care Outreach Program in Paramedic Services. ◆ Increase to provision for staffing vacancies to account for ongoing and anticipated recruitment delays due to requirements related to positions requiring specific experience in clinical counselling, etc. ◆ Adjustment to Purchased Service to better reflect actual expenditures and forecasted requirements. ◆ Increase in Family Services Fee revenue due to increase File Disclosure - Client Request fee (\$10 to \$25 effective April 1, 2019). 	<p>125</p> <p>(125)</p> <p>(200)</p> <p>15</p> <p>(4)</p> <hr style="border: 0.5px solid black;"/> <p>(189)</p>
--	---

Employee Assistance Program

<ul style="list-style-type: none"> ◆ Decrease to Temporary staffing costs to reflect program funding of 100% Provincial Subsidy. 	<p>(6)</p> <hr style="border: 0.5px solid black;"/> <p>(6)</p>
---	--

Adult Community Support Services

<ul style="list-style-type: none"> ◆ Increase to Provincial Subsidy. 	<p>(50)</p> <hr style="border: 0.5px solid black;"/> <p>(50)</p>
---	--

Partner Assault Response (PAR)

<ul style="list-style-type: none"> ◆ Decrease to Office Supplies (-\$4K) and Purchased Services (-\$6K) to reflect program funding of 100% Provincial Subsidy. 	<p>(10)</p> <hr style="border: 0.5px solid black;"/> <p>(10)</p>
---	--

Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Family Services' share of costs related to the operation and maintenance of Regional Headquarters. 	<p>39</p> <hr style="border: 0.5px solid black;"/> <p>39</p>
--	--

Tangible Capital Assets

New

<ul style="list-style-type: none"> ◆ iPads (\$9k); Workstation (\$5k); Furniture for reconfiguration (\$20k). 	<p>34</p> <hr style="border: 0.5px solid black;"/> <p>34</p>
--	--

Replacement

<ul style="list-style-type: none"> ◆ Telecommunications Network Upgrades - 339 Westney Ave., Ajax. ◆ Contribution From Reserve/Reserve Fund to fund Telecommunications Network Upgrade 	<p>100</p> <p>(100)</p> <hr style="border: 0.5px solid black;"/> <p>-</p>
--	---

Subtotal

 34

Total Program Changes

 (182)



2019 Business Plan

Social Services - Housing Services

Major Services & Activities

Social Housing Administration

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

Community Homelessness Prevention Initiative

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

Durham Access to Social Housing

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

Investment in Affordable Housing (IAH) Administration

- ◆ Administer the Durham Housing Benefit, Rental and Homeownership Components of the Investment in Affordable Housing (IAH) program and liaise with the Ministry of Finance on the delivery of the Housing Allowance Component.
- ◆ Monitor the implementation of the IAH 2014 Extension and 2016-Social Infrastructure Fund (SIF) delivery plan.

Durham Regional Local Housing Corporation Property Management

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

Reaching Home

- ◆ Manage specific programs to support the National Housing Strategy's goal to reduce chronic homelessness by 50% by 2027-2028.



2019 Business Plan

Social Services - Housing Services

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

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

Key Deliverables

Responsibility - Lead

- ◆ Implement the At Home in Durham, the Regional Housing Plan 2014-2024 which includes increasing the range of housing types and tenures in partnership with other stakeholders.
- ◆ Implementation of the recommendations from the Housing Task Force to address opportunities to support the needs of seniors and low to moderate income households.
- ◆ Advocate for and implement senior government housing programs in order to address existing and emerging social housing needs.

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

Key Deliverables

Responsibility - Lead

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

Strategic Goals

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

PROGRAM SUMMARY



2019 Business Plan

Social Services - Housing Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
1 SOCIAL HOUSING ADMINISTRATION					
Operating Expenses	1,471	1,581	1,614	(106)	1,508
Tangible Capital Assets	11	11	14	12	26
Subtotal	1,482	1,592	1,628	(94)	1,534
2 COMMUNITY HOMELESSNESS PREVENTION INITIATIVE (CHPI)					
Operating Expenses	8,089	8,091	8,148	682	8,830
Tangible Capital Assets	6	6	-	-	-
Provincial Subsidy	(7,746)	(7,746)	(7,746)	(1,057)	(8,803)
Subtotal	349	351	402	(375)	27
3 DURHAM ACCESS TO SOCIAL HOUSING					
Operating Expenses	69	132	134	-	134
Subtotal	69	132	134	-	134
4 INVESTMENT IN AFFORDABLE HOUSING (IAH)					
Operating Expenses	218	244	248	-	248
Federal/Provincial Subsidy	(218)	(244)	(248)	-	(248)
Subtotal	-	-	-	-	-
5 HEADQUARTERS SHARED COST					
Operating Expenses	123	123	112	14	126
Subtotal	123	123	112	14	126
6 DRLHC - PROPERTY MANAGEMENT					
Operating Expenses	2,887	2,879	2,927	22	2,949
Recovery from DRLHC	(2,594)	(2,586)	(2,634)	(22)	(2,656)
Provincial Download	(293)	(293)	(293)	-	(293)
Subtotal	-	-	-	-	-

PROGRAM SUMMARY



2019 Business Plan

Social Services - Housing Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
7 DRLHC - CITY OF OSHAWA					
Operating Expenses	3	9	9	(9)	-
Program Fees	(3)	(9)	(9)	9	-
Subtotal	-	-	-	-	-
8 REACHING HOME					
Operating Expenses	-	-	-	446	446
Program Fees	-	-	-	(446)	(446)
Subtotal	-	-	-	-	-
Net Program Expenses	2,023	2,198	2,276	(455)	1,821

Summary of Increase (Decrease)

	\$78	
	3.55%	
		(\$377)
		-17.15%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	109	Economic increases
Salaries & Benefits	44	Annualization - 1 position
Operating Expenses	2	Inflationary increases
Operating Expenses	(22)	Headquarters shared cost
Operating Expenses	(48)	Inter-departmental transfers
Tangible Capital Assets - New	(6)	Remove one-time items
Tangible Capital Assets - Replacement	3	Increased requirement
Subsidy	(4)	Provincial/Federal subsidy
	78	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Social Services - Housing Services

	(\$,000's)
Social Housing Administration	
♦ Increase to Professional Services to implement the recommendations of the Affordable and Seniors' Housing Task Force	25
♦ Decrease in Hardware-Software Maintenance pending replacement of the Housing Administration Information system.	(70)
♦ Recovery from Reaching Home to cover program administration costs	(67)
♦ Adjustments to various operating expenses to better reflect actual expenses and forecasted requirements	6
♦ Tangible Capital Assets - New: Workstation (\$5k) and laptop (\$2k)	7
♦ Tangible Capital Assets - Replacement: Printer	5
	(94)
Community Homelessness Prevention Initiative (CHPI)	
♦ Increase in Contracted Services to community agencies to recognize increase in CHPI funding allocation and increased need to support homelessness prevention in Durham	682
♦ Increase in Provincial Subsidy for the CHPI program	(1,057)
	(375)
Headquarters Shared Cost	
♦ Housing Services' share of costs related to the operation and maintenance of Regional Headquarters	14
	14
Durham Regional Local Housing Corporation (DRLHC) - Property Management	
♦ Property management service for the City of Oshawa are no longer required; decrease in payroll recoveries	9
♦ DRLHC share of costs related to the operation and maintenance of Regional Headquarters	13
♦ Increase in recovery from DRLHC to fund changes outlined above	(22)
	-
DRLHC - City of Oshawa	
♦ Property management service for the City of Oshawa are no longer required; decrease in service costs (-\$9k) offset by decrease in revenues (\$9k)	-
	-
Reaching Home	
♦ Contracted Services to community agencies to implement the Reaching Home program	379
♦ Charge from Social Housing Administration to cover program administration costs	67
♦ Federal Subsidy to establish the Reaching Home program	(446)
	-
Total Program Changes	(455)



2019 Business Plan

Social Services - LTC & Services for Seniors

Major Services & Activities

Nursing and Personal Care

- ◆ Provide 24 hour quality medical, nursing and personal care, including risk management, for four Long-Term Care homes with 847 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment.

High Intensity Needs

- ◆ Provide Long-Term Care residents with high intensity needs with the proper medical resources to ensure that their needs are met and they are able to stay in the LTC home.

Resident Care Program Support

- ◆ Provide quality recreational programs, therapy services, social work and spiritual care services as well as volunteer services for residents who suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment.

Raw Food

- ◆ Administer the Raw Food Program, which primarily reflects the expenses and subsidy associated with the provision of nutrition for residents.

Other Accommodation

- ◆ General business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services.

Adult Day Program

- ◆ Provide day programs to meet the needs of the frail, physically disabled and/or cognitively impaired adults living in the community.



2019 Business Plan

Social Services - LTC & Services for Seniors

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

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

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ♦ Advocate for an increase in the number of long-term care beds in the Region to meet the growing needs of seniors. <ul style="list-style-type: none"> - Meet with appropriate officials at LHIN/MOHLTC to gain further insight into the demand vs. supply of LTC beds in the Region and future intent re: building new LTC beds 	

Strategic Goals

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

PROGRAM SUMMARY



2019 Business Plan

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

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Divisional Administration					
Operating	1,270	1,191	1,228	57	1,285
Tangible Capital Assets	6	6	6	-	6
Divisional Administration Subtotal	1,276	1,197	1,234	57	1,291
2 Homemakers Services	6	20	20	-	20
Net Program Expenses	1,282	1,217	1,254	57	1,311

Summary of Increase (Decrease)	\$37	\$94
	3.04%	

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	33	Economic increases
Operating Expenses	4	Economic Increase Inter-departmental Transfer - Social Assistance
	<u>37</u>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Divisional Administration

◆ New Position: 1 Scheduling Supervisor, effective July 1, 2019, required to coordinate the Division's application of the Workforce Scheduling software program, adhering to policies, collective agreements and applicable legislation as related to scheduling in a 24/7 operation and leading the divisional scheduling team in scheduling, staff replacement, and auditing schedules and system processes. (Annualized cost is \$110k)	55
◆ Car Allowance: Increase to better reflect actual expenditures	2
Total Program Changes	<u>57</u>

PROGRAM SUMMARY



2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
Operating:					
1 Nursing and Personal Care (NPC)	13,939	13,432	13,690	-	13,690
2 Specialized Medical Services	563	54	54	-	54
3 Resident Care Program Support (RCPS)	1,433	1,491	1,527	56	1,583
4 Raw Food	977	987	1,007	-	1,007
5 Other Accommodation					
Administration	1,176	1,126	1,155	22	1,177
Debt Charges	1,020	1,020	1,020	-	1,020
Food Services	2,581	2,652	2,716	-	2,716
Environmental Services	4,135	4,323	4,388	105	4,493
Other Accommodation Subtotal	8,912	9,121	9,279	127	9,406
Operating Subtotal	25,824	25,085	25,557	183	25,740
Tangible Capital Assets:					
1 New - NPC	-	-	-	36	36
1 Replacement - NPC	101	101	45	106	151
3 Replacement - RCPS	5	5	-	-	-
5 Replacement - Other Accommodation	49	49	116	-	116
Tangible Capital Assets Subtotal	155	155	161	142	303
Total Program Expenses	25,979	25,240	25,718	325	26,043
Revenue Programs					
Revenue:					
5 Revenue From Residents	(4,529)	(4,460)	(4,562)	(25)	(4,587)
Provincial Subsidy:					
1 Nursing and Personal Care	(7,397)	(7,418)	(7,480)	(105)	(7,585)
2 Specialized Medical Services	(505)	(50)	(50)	-	(50)
3 Resident Care Program Support	(891)	(874)	(881)	(30)	(911)
4 Raw Food	(670)	(653)	(689)	(3)	(692)
5 Other Accommodation	(1,388)	(1,424)	(1,368)	(20)	(1,388)
Provincial Subsidy Subtotal	(10,851)	(10,419)	(10,468)	(158)	(10,626)

PROGRAM SUMMARY

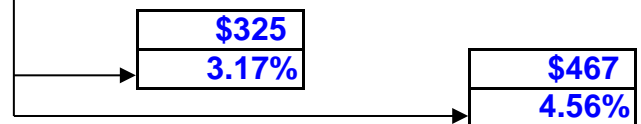


2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
Other Revenue:					
3 Resident Care Program Support	(4)	(7)	(8)	-	(8)
4 Raw Food	(80)	(78)	(79)	-	(79)
5 Other Accommodation	(27)	(30)	(30)	-	(30)
Other Revenue Subtotal	(111)	(115)	(117)	-	(117)
Total Revenue Programs	(15,491)	(14,994)	(15,147)	(183)	(15,330)
Net Program Expenses	10,488	10,246	10,571	142	10,713

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	468	Economic increases
Salaries & Benefits	53	Annualization - Part-time RN staffing
Operating Expenses	52	Inflationary increases
Operating Expenses	(85)	Remove one-time item
Minor Assets & Equipment	(16)	Remove one-time items (various)
Tangible Capital Assets - Replacement	6	Increased requirements
Provincial Subsidy	(49)	Provincial funding formula
Revenue from Residents	(102)	Provincial funding formula
Other Revenue	(2)	Inflationary increases
	325	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Resident Care Program Support (RCPS)

Recreation Services

- ◆ New Position: 1 Recreation Programmer, effective July 1, 2019, dedicated to the secured unit to help with specializing programs for residents with severe behaviours. (Annualized cost is \$73k). 36

Subtotal 36

Falls Prevention

- ◆ Medical Equipment: Increase for medical equipment to help reduce the number of falls and promote increased mobility and enhanced safety for residents. 100% funded by new Provincial Subsidy. 20

Subtotal 20

56

Other Accommodation

Home Administration

- ◆ Hardware - Software Maintenance: One-time increase for Connexall upgrade. 22

Subtotal 22

Environmental Services

- ◆ Major Repairs & Renovations: Install Pre-heat coil & glycol loop behind dryers 15
- ◆ Major Repairs & Renovations: Installation of shut-off valves 20
- ◆ Major Repairs & Renovations: Repairs to two elevators. 45
- ◆ Major Repairs & Renovations: Redesign café area. Increase the utilization of the café area by incorporating it with the market area so it can be run by the volunteers and allow for beverages and small snacks to be available for residents, families and staff. 25

Subtotal 105

127

Tangible Capital Assets

New

- ◆ Nursing and Personal Care - Point of Care Tablets 36

Replacement

- ◆ Nursing and Personal Care - Ceiling lifts, heads and bars 106

142

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Revenues

Revenue from Residents

Other Accommodation

- ◆ Preferred Accommodation: Increase to reflect actual and anticipated revenues. (25)

Provincial Subsidy

Nursing and Personal Care

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2019. (105)

Resident Care Program Support

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2019. (10)
- ◆ Provincial subsidy for falls and injury prevention. (20)

Raw Food

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2019. (3)

Other Accommodation

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2019. (20)

Subtotal (158)

(183)

Total Program Changes 142

PROGRAM SUMMARY



2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Nursing and Personal Care (NPC)	20,144	19,157	19,747	177	19,924
2 Specialized Medical Services	187	75	75	-	75
3 Resident Care Program Support (RCPS)	1,536	1,577	1,686	75	1,761
4 Raw Food	1,902	1,838	1,911	-	1,911
5 Other Accommodation					
Administration	1,355	1,271	1,296	34	1,330
Debt Charges	835	836	835	-	835
Food Services	3,483	3,247	3,330	2	3,332
Environmental Services	5,273	5,638	5,667	-	5,667
Other Accommodation Subtotal	10,946	10,992	11,128	36	11,164
Operating Subtotal	34,715	33,639	34,547	288	34,835
Tangible Capital Assets:					
1 New - NPC	-	-	-	62	62
5 New - Other Accommodation	330	330	-	-	-
1 Replacement - NPC	197	198	194	34	228
5 Replacement - Other Accommodation	92	92	69	270	339
5 Contribution from Reserve / Reserve Fund	-	-	-	(270)	(270)
Tangible Capital Assets Subtotal	619	620	263	96	359
Total Program Expenses	35,334	34,259	34,810	384	35,194
Revenue Programs					
Revenue:					
5 Revenue From Residents	(7,642)	(7,472)	(7,615)	(75)	(7,690)
Provincial Subsidy:					
1 Nursing and Personal Care	(11,463)	(11,489)	(11,675)	(164)	(11,839)
2 Specialized Medical Services	(176)	(70)	(70)	-	(70)
3 Resident Care Program Support	(1,351)	(1,325)	(1,335)	(46)	(1,381)
4 Raw Food	(1,015)	(990)	(1,045)	(5)	(1,050)
5 Other Accommodation	(1,291)	(1,366)	(1,293)	(31)	(1,324)
Provincial Subsidy Subtotal	(15,296)	(15,240)	(15,418)	(246)	(15,664)

PROGRAM SUMMARY

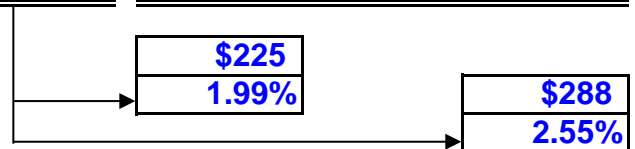


2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
Other Revenue:					
1 Nursing and Personal Care	(8)	(6)	(6)	-	(6)
3 Resident Care Program Support	(7)	(7)	(7)	-	(7)
4 Raw Food	(173)	(177)	(181)	-	(181)
5 Other Accommodation	(54)	(54)	(55)	-	(55)
Other Revenue Subtotal	(242)	(244)	(249)	-	(249)
Total Revenue Programs	(23,180)	(22,956)	(23,282)	(321)	(23,603)
Net Program Expenses	12,154	11,303	11,528	63	11,591

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	677	Economic increases
Salaries & Benefits	222	Annualization - 6 positions
Salaries & Benefits	53	Annualization - Part-time RN staffing
Operating Expenses	(24)	Utility savings
Operating Expenses	80	Inflationary increases (other)
Operating Expenses	(99)	Remove one-time item (various)
Inter-department Recovery	(1)	Inflationary increases
Tangible Capital Assets - New	(330)	Remove one-time items (various)
Tangible Capital Assets - Replacement	(27)	Remove one-time items (various)
Revenue from Residents	(143)	Provincial funding formula
Provincial Subsidy	(178)	Provincial funding formula
Other Revenue	(5)	Inflationary increase
	225	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Nursing and Personal Care (NPC)

◆ New Positions: 4 Health Care Aides (HCA), effective July 1, 2019, to support the evolving complexity of care of residents and to increase the stability of the current staffing model in the Home through full-time positions. This will enhance patient safety, care and resident and family satisfaction. (Annualized cost is \$290k)	145
◆ Position Reclassification: 1 Resident Care Coordinator to 1 Supervisor of Non-Clinical Operations, required to oversee and coordinate a variety of operational programs that support the efficient functioning of the resident home areas and promote the mission, vision and values of the Home.	(33)
◆ Education & Training: One-time Increase for training costs related to the new Electronic Health Record system.	65
	177

Resident Care Program Support (RCPS)

Recreation Services

◆ Increase Part-time hours for Recreation Programmers to have a more effective shadow model and improve programming for residents.	20
◆ Professional Services: Increase for a music/art therapist to provide specialized programming to residents.	25

Subtotal 45

Falls Prevention

◆ Medical Equipment: Increase for medical equipment to help reduce the number of falls and promote increased mobility and enhanced safety for residents. 100% funded by new Provincial Subsidy.	30
---	----

Subtotal 30

75

Other Accommodation

Administration

◆ Hardware and Software Maintenance: One-time increase for Connexall upgrade.	34
---	----

Subtotal 34

Food Services

◆ Increase Part-time hours for a Cook to align budget with actual hours/costs.	2
--	---

Subtotal 2

36

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Tangible Capital Assets

New

♦ Nursing and Personal Care: Point of Care Tablets	62
	Subtotal <u>62</u>

Replacement

♦ Nursing and Personal Care: Shower Chairs	24
♦ Nursing and Personal Care: Hi-Low Beds	10
♦ Other Accommodation: Fire Alarm System upgrade	270
♦ Contribution from Reserve / Reserve Fund to fund the Fire Alarm System upgrade	(270)
	Subtotal <u>34</u>

96

Revenues

Revenue from Residents

Other Accommodation

♦ Preferred Accommodation: Increase to reflect actual and anticipated revenues.	(75)
	Subtotal <u>(75)</u>

Provincial Subsidy

Nursing and Personal Care

♦ Anticipated 2 per cent increase in per diem funding effective April 1, 2019.	(164)
--	-------

Resident Care Program Support

♦ Anticipated 2 per cent increase in per diem funding effective April 1, 2019.	(16)
♦ Provincial subsidy for falls and injury prevention.	(30)

Raw Food

♦ Anticipated 1 per cent increase in per diem funding effective July 1, 2019.	(5)
---	-----

Other Accommodation

♦ Anticipated 1 per cent increase in per diem funding effective July 1, 2019.	(31)
	Subtotal <u>(246)</u>

(321)

Total Program Changes 63

PROGRAM SUMMARY



2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
Operating:					
1 Nursing and Personal Care (NPC)	12,753	12,356	12,737	122	12,859
2 Specialized Medical Services	50	50	50	-	50
3 Resident Care Program Support (RCPS)	1,243	1,268	1,299	93	1,392
4 Raw Food	1,141	1,148	1,180	-	1,180
5 Other Accommodation					
Administration	1,250	1,143	1,165	20	1,185
Debt Charges	3,434	3,434	3,434	-	3,434
Food Services	2,617	2,553	2,630	9	2,639
Environmental Services	3,958	4,088	4,054	20	4,074
Other Accommodation Subtotal	11,259	11,218	11,283	49	11,332
Operating Subtotal	26,446	26,040	26,549	264	26,813
Tangible Capital Assets:					
1 New - NPC	-	-	-	37	37
5 New - Other Accommodation	335	335	-	-	-
1 Replacement - NPC	118	118	67	-	67
3 Replacement - RCPS	3	3	-	-	-
5 Replacement - Other Accommodation	117	117	118	70	188
5 Contribution from Reserve / Reserve Fund	-	-	-	(70)	(70)
Tangible Capital Assets Subtotal	573	573	185	37	222
Total Program Expenses	27,019	26,613	26,734	301	27,035
Revenue Programs					
Revenue:					
5 Revenue From Residents	(4,735)	(4,698)	(4,740)	(25)	(4,765)
Provincial Subsidy:					
1 Nursing and Personal Care	(7,405)	(7,422)	(7,540)	(106)	(7,646)
2 Specialized Medical Services	(47)	(47)	(47)	-	(47)
3 Resident Care Program Support	(900)	(884)	(890)	(31)	(921)
4 Raw Food	(677)	(660)	(696)	(3)	(699)
5 Other Accommodation	(898)	(897)	(901)	(20)	(921)
Provincial Subsidy Subtotal	(9,927)	(9,910)	(10,074)	(160)	(10,234)

PROGRAM SUMMARY

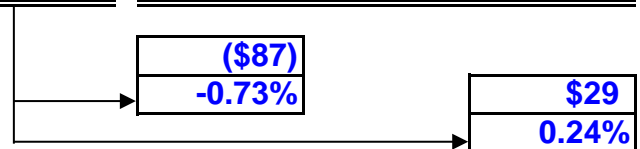


2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
Other Revenue:					
1 Nursing and Personal Care	(12)	(4)	(4)	-	(4)
3 Resident Care Program Support	(5)	(4)	(5)	-	(5)
4 Raw Food	(49)	(41)	(41)	-	(41)
5 Other Accommodation	(37)	(37)	(38)	-	(38)
Other Revenue Subtotal	(103)	(86)	(88)	-	(88)
Total Revenue Programs	(14,765)	(14,694)	(14,902)	(185)	(15,087)
Net Program Expenses	12,254	11,919	11,832	116	11,948

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	550	Economic increases
Salaries & Benefits	37	Annualization - 1 position
Salaries & Benefits	53	Annualization - part time RN staffing
Operating Expenses	57	Inflationary increases
Operating Expenses	(89)	Remove one-time items (various)
Minor Assets & Equipment	(29)	Remove one-time items (various)
Major Repairs & Renovations	(70)	Remove one-time items (various)
Tangible Capital Assets - New	(335)	Remove one-time items (various)
Tangible Capital Assets - Replacement	(53)	Remove one-time items (various)
Revenue from Residents	(42)	Provincial funding formula
Provincial Subsidy	(164)	Provincial funding formula
Other Revenue	(2)	Inflationary increases
	(87)	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Nursing and Personal Care (NPC)

<ul style="list-style-type: none"> ◆ New Position: 1 Registered Nurse (RN), effective July 1, 2019. The home received funding in 2018 to create a new RN position to increase supports to residents with growing complexity of needs and improve overall quality of care. Position is offset by conversion of PT RN hours which were added in 2018. (Annualized cost is \$131k) ◆ Decrease Part-time hours for RN related to the conversion of part-time RN to full-time as noted above. ◆ New Position: 1 Health Care Aide (HCA), effective July 1, 2019, to support the increased complexity of care of residents and meet their medical, psychological, physical and social needs. (Annualized cost is \$72k) ◆ Increase Part-time hours for HCA (0.4 FTE). Resident care requirements are the same seven days per week, therefore, for every full-time position, the home requires an additional 2 shifts per week (0.4 FTE) in order for coverage to be maintained. ◆ Education & Training: One-time Increase for training costs related to the new Electronic Health Record system. 	<p>65</p> <p>(53)</p> <p>36</p> <p>28</p> <p>46</p> <hr style="border: 0.5px solid black;"/> <p>122</p> <hr style="border: 0.5px solid black;"/>
--	--

Resident Care Program Support (RCPS)

Recreation Services

<ul style="list-style-type: none"> ◆ Position Transfer and Reclassification: 1 vacant Food Service Aide from Food Services and reclassification to Recreation Programmer. This position had no funding attached to it in the 2018 budget. This position is required to expand recreation programming on the secured unit. This is a specialized unit, providing care to the most complex residents and increased recreational programming will further engage residents in more meaningful, tailored activities. 	<p>73</p>
Subtotal	<hr style="border: 0.5px solid black;"/> <p>73</p> <hr style="border: 0.5px solid black;"/>

Falls Prevention

<ul style="list-style-type: none"> ◆ Medical Equipment: Increase for medical equipment to help reduce the number of falls and promote increased mobility and enhanced safety for residents. 100% funded by new Provincial Subsidy. 	<p>20</p>
Subtotal	<hr style="border: 0.5px solid black;"/> <p>20</p> <hr style="border: 0.5px solid black;"/>
<hr style="border: 0.5px solid black;"/> <p>93</p> <hr style="border: 0.5px solid black;"/>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Other Accommodation

Home Administration

◆	Hardware and Software Maintenance: One-time increase for Connexall upgrade.	20
	Subtotal	20

Food Services

◆	Position Transfer: 1 vacant Food Service Aide to Recreation Services. This position had no funding attached to it in the 2018 budget.	-
◆	Minor Assets & Equipment: Stainless steel carts.	9
	Subtotal	9

Environmental Services

◆	Building Maintenance: Increase for jet wash/scope for servery and main kitchen drains.	10
◆	Major Repairs & Renovations: Parking lot repairs.	10
	Subtotal	20
		49

Tangible Capital Assets

New

◆	Nursing and Personal Care - Point of Care Tablets	37
	Subtotal	37

Replacement

◆	Other Accommodation - Fire Alarm Panel Upgrade	70
◆	Contribution from Reserve / Reserve Fund to fund the Fire Alarm Panel upgrade	(70)
	Subtotal	-
		37

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Revenues

Revenue from Residents

Other Accommodation

- ◆ Preferred Accommodation: Increase to reflect actual and anticipated revenues. (25)

Provincial Subsidy

Nursing and Personal Care

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2019. (106)

Resident Care Program Support

- ◆ Anticipated 2 per cent increase in per diem funding effective April 1, 2019. (11)
- ◆ Provincial subsidy for falls and injury prevention. (20)

Raw Food

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2019. (3)

Other Accommodation

- ◆ Anticipated 1 per cent increase in per diem funding effective July 1, 2019. (20)

Subtotal (160)

(185)

Total Program Changes 116

PROGRAM SUMMARY



2019 Business Plan

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

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Nursing and Personal Care (NPC)	9,271	9,597	9,861	184	10,045
2 Specialized Medical Services	33	45	45	-	45
3 Resident Care Program Support (RCPS)	1,463	1,417	1,446	15	1,461
4 Raw Food	701	736	750	-	750
5 Other Accommodation					
Administration	828	856	873	15	888
Debt Charges	2,593	2,593	2,593	-	2,593
Food Services	1,753	1,726	1,774	17	1,791
Environmental Services	2,875	3,005	3,032	-	3,032
Other Accommodation Subtotal	8,049	8,180	8,272	32	8,304
Operating Subtotal	19,517	19,975	20,374	231	20,605
Tangible Capital Assets:					
1 New - NPC	-	-	-	23	23
1 Replacement - NPC	48	48	62	195	257
3 Replacement - RCPS	10	10	-	-	-
5 Replacement - Other Accommodation	31	31	52	-	52
Tangible Capital Assets Subtotal	89	89	114	218	332
Total Program Expenses	19,606	20,064	20,488	449	20,937
Revenue Programs					
Revenue:					
5 Revenue From Residents	(3,444)	(3,343)	(3,428)	(30)	(3,458)
Provincial Subsidy:					
1 Nursing and Personal Care	(5,603)	(5,634)	(5,685)	(79)	(5,764)
2 Specialized Medical Services	(31)	(42)	(42)	-	(42)
3 Resident Care Program Support	(671)	(658)	(663)	(23)	(686)
4 Raw Food	(504)	(491)	(519)	(3)	(522)
5 Other Accommodation	(711)	(756)	(706)	(15)	(721)
Provincial Subsidy Subtotal	(7,520)	(7,581)	(7,615)	(120)	(7,735)

PROGRAM SUMMARY



2019 Business Plan

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

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
Other Revenue:					
3 Resident Care Program Support	(2)	(3)	(4)	-	(4)
4 Raw Food	(37)	(25)	(25)	-	(25)
5 Other Accommodation	(25)	(25)	(26)	-	(26)
Other Revenue Subtotal	(64)	(53)	(55)	-	(55)
Total Revenue Programs	(11,028)	(10,977)	(11,098)	(150)	(11,248)
Net Program Expenses	8,578	9,087	9,390	299	9,689

Summary of Increase (Decrease)

\$303	\$602
3.33%	6.62%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	377	Economic increases
Salaries & Benefits	37	Annualization - 1 position
Salaries & Benefits	53	Annualization - part time RN staffing
Operating Expenses	27	Inflationary increases
Operating Expenses	(70)	Remove one-time items
Minor Assets & Equipment	(25)	Remove one-time items (various)
Tangible Capital Assets - Replacement	25	Increased requirements
Revenue from Residents	(85)	Provincial funding formula
Provincial Subsidy	(34)	Provincial funding formula
Other Revenue	(2)	Inflationary increases
	<u>303</u>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Nursing and Personal Care (NPC)

◆ New Position: 1 Registered Nurse (RN), effective July 1, 2019. The home received funding in 2018 to create a new RN position to increase ability to provide supports to residents with growing complexity of needs and improve overall quality of care. Position is offset by conversion of PT RN hours which were added in 2018. (Annualized cost is \$122k)	61
◆ Decrease Part-time hours for RN related to the conversion of Part-time RN to Full-time as noted above.	(53)
◆ New Positions: 2 Health Care Aides (HCA), effective July 1, 2019, to improve capacity for dealing with increased levels of care and increased behaviours and to improve resident care particularly during critical times of the day. (Annualized cost is \$145k).	73
◆ 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.	43
◆ Increase Part-time hours for a Supervisor of Non-Clinical Operations. This position is required to oversee and coordinate a variety of operational programs that support the efficient functioning of the resident home areas and promote the mission, vision and values of the Home.	60
	184

Resident Care Program Support (RCPS)

Falls Prevention

◆ Medical Equipment: Increase for medical equipment to help reduce the number of falls and promote increased mobility and enhanced safety for residents. 100% funded by new Provincial Subsidy.	15
	15

Other Accommodation

Administration

◆ Hardware and Software Maintenance: One-time increase for Connexall upgrade.	15
Subtotal	15

Food Services

◆ Minor Assets & Equipment: Food Processor (\$8k), floor mixer attachments (\$5k), blenders (\$4k)	17
Subtotal	17
	32

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Tangible Capital Assets

New

♦ Nursing and Personal Care: Point of Care Tablets	23
Subtotal	23

Replacement

♦ Nursing and Personal Care: Bath Tubs	100
♦ Nursing and Personal Care: Ceiling Lifts	65
♦ Nursing and Personal Care: Hi-Low beds	30
Subtotal	195

218

Revenues

Revenue from Residents

Other Accommodation

♦ Preferred Accommodation: Increase to reflect actual and anticipated revenues.	(30)
---	------

Provincial Subsidy

Nursing and Personal Care

♦ Anticipated 2 per cent increase in per diem funding effective April 1, 2019.	(79)
--	------

Resident Care Program Support

♦ Anticipated 2 per cent increase in per diem funding effective April 1, 2019.	(8)
♦ Provincial subsidy for falls and injury prevention.	(15)

Raw Food

♦ Anticipated 1 per cent increase in per diem funding effective July 1, 2019.	(3)
---	-----

Other Accommodation

♦ Anticipated 1 per cent increase in per diem funding effective July 1, 2019.	(15)
---	------

Subtotal (120)

(150)

Total Program Changes 299

PROGRAM SUMMARY

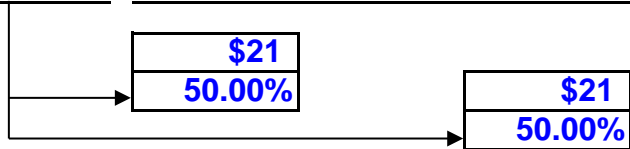


2019 Business Plan

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

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Expense/Revenue Programs	\$	\$	\$	\$	\$
Operating:					
1 Adult Day Program	886	838	844	54	898
1 Provincial Subsidy	(685)	(685)	(670)	(54)	(724)
1 Revenue - Other	(94)	(111)	(111)	-	(111)
Net Program Expenses	107	42	63	-	63

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	20	Economic increases
Operating Expenses	1	Inflationary increases
Operating Expenses	(15)	Remove one-time expenses
Provincial Subsidy	15	Remove one-time subsidy
	<u>21</u>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

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

(\$,000's)

Hillsdale Estates Adult Day Program

◆ One-time increase in Program Materials and Supplies to expand the dementia program funded by one-time Provincial Subsidy.	34
◆ One-time Provincial Subsidy to increase community access to dementia programs.	(34)
	<hr/>
	-
	<hr/>

Lakeview Manor Adult Day Program

◆ One-time increase in Program Materials and Supplies to expand the dementia program funded by one-time Provincial Subsidy.	20
◆ One-time Provincial Subsidy to increase community access to dementia programs.	(20)
	<hr/>
	-
	<hr/>

Total Program Changes

-



2019 Business Plan

Planning

Major Services & Activities

Policy Formulation & Administration

- ◆ Continuing the Municipal Comprehensive Review of the Regional Official Plan (ROP) to implement approved Provincial Plans (e.g. Greenbelt Plan, Oak Ridges Moraine Conservation Plan and Growth Plan).
- ◆ Monitoring performance of ROP policy, through reports on Regional Growth Management, building activity, development and growth trends.
- ◆ Providing medium and long-term service planning to Durham Region Transit.
- ◆ Promoting sustainable mobility opportunities in Durham by advancing the Smart Commute Durham initiative.
- ◆ Updating the Regional Cycling Plan with assistance from the Works, Finance and Health Departments and collaborating on implementing the Plan.
- ◆ Partnering with the Works, Finance, Health Departments and Durham Region Transit to implement the recommendations of the Transportation Master Plan.
- ◆ Collaborating with the Finance and Works Departments to update the necessary Development Charges By-laws and to defend the By-laws that have been appealed.

Plans Approval & Review

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



2019 Business Plan

Planning

Major Services & Activities (Continued)

Planning Advisory & Information Services

- ◆ Supporting and administering the activities of the Durham Environmental Advisory Committee, Durham Agricultural Advisory Committee, and Durham Active Transportation Committee.
- ◆ Partnering with the Province and other Greater Toronto and Hamilton Area (GTHA) Regions on transportation initiatives (Travel Time Study, Travel Modelling Group, Transportation Tomorrow Survey, Census Place of Work etc.).
- ◆ Responding to Provincial planning related matters.
- ◆ Conducting the annual Durham Region Business Count (Employment Survey) to obtain detailed and reliable employment data.
- ◆ Coordinating the Region's response to Provincial/ Federal transportation initiatives (Pickering Airport, Metrolinx's Regional Transportation Plan, Highway 401 widening and Highway 407 East Implementation).
- ◆ Collaborating with other Departments on Source Water Protection and Great Lakes Protection initiatives.

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

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

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Implement the recommendations of the Transportation Master Plan (TMP) to include active transportation, including the Regional cycling network. ◆ Continue to review and comment on development applications to promote walkability and access to transit. ◆ Promote the trail network. 	

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

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



2019 Business Plan

Planning

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

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

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

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

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

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

STRATEGIC PLANNING



2019 Business Plan

Planning

Strategic Goals		
Goal	Description	Responsibility - Support
A.1	Propel the business and investment climate forward in Durham Region to enable more local employment.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.5	Increase the range of innovative and attainable housing options to reduce homelessness and support housing for all ages, stages and incomes.	
B.6	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
C.1	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
C.4	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

PROGRAM SUMMARY

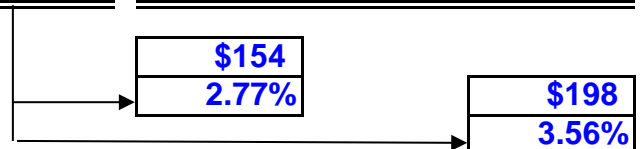


2019 Business Plan

Planning

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Policy and Special Studies	1,177	1,395	1,428	3	1,431
2 Transportation Planning	866	1,088	1,109	40	1,149
3 Plan Implementation	1,293	1,330	1,418	3	1,421
4 Land Division	202	202	220	-	220
5 Executive	422	433	450	1	451
6 Administration and Support Services	1,183	1,321	1,347	-	1,347
7 Citizen Advisory Committees	25	35	35	-	35
8 Headquarters Shared Cost	420	420	380	50	430
Operating Subtotal	5,588	6,224	6,387	97	6,484
Tangible Capital Assets:					
9 New	21	21	-	30	30
10 Replacement	28	28	40	-	40
Tangible Capital Assets Subtotal	49	49	40	30	70
Total Program Expenses	5,637	6,273	6,427	127	6,554
Revenue Programs					
2 Transportation Planning	(94)	(90)	(90)	-	(90)
6 Administration and Support Services	(1)	(1)	(1)	-	(1)
11 Application and Approval	(661)	(627)	(627)	(83)	(710)
Total Revenue Programs	(756)	(718)	(718)	(83)	(801)
Net Program Expenses	4,881	5,555	5,709	44	5,753

Summary of Increase (Decrease)





2019 Business Plan

Planning

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	137	Economic increases
Salaries & Benefits	59	Annualization - 1 position
Salaries & Benefits	12	Position reclassification
Operating Expenses	(40)	Headquarters shared cost
Tangible Capital Assets - New	(21)	Remove one-time items
Tangible Capital Assets - Replacement	12	Increased requirement
Recovery from Transit	(5)	Economic increase
	<u>154</u>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Planning

(\$,000's)

Policy and Special Studies

♦ Increase in Education and Training based on forecasted requirements.	3
	3

Transportation Planning

♦ Decrease in Overtime based on 2018 actuals and forecasted requirements.	(5)
♦ Net increase in Smart Commute Durham, specifically, an increase in Professional, Technical and Consulting Services (\$40k) which is partially offset by a decrease in Education and Training (-\$15k).	25
♦ Net increase in expenses for 2019 Transportation Studies, specifically, an increase for Transportation Master Plan related studies (\$50k), Cycling Communication (\$30k) and Walking Network Database (\$12k), offset by a decrease in Data Consortium (-\$55k) and Cordon Count (-\$25k).	12
♦ Various adjustments to reflect historical actuals and forecasted expenditures.	8
	40

Plan Implementation

♦ Decrease in Overtime based on 2018 actuals and forecasted requirements.	(1)
♦ Increase in Conferences based on forecasted requirements.	1
♦ Increase in Education and Training based on forecasted requirements.	3
	3

Executive

♦ Increase in Memberships and Dues for annual Urban Land Institute membership.	1
	1

Citizen Advisory Committees

♦ Decrease in Overtime based on 2018 actuals and forecasted requirements.	(1)
♦ Increase in Ceremonies-Dinners for Durham Environmental Achievement Awards.	1
	-

Headquarters Shared Cost

♦ Planning's share of costs related to the operation and maintenance of Regional Headquarters.	50
	50

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Planning

(\$,000's)

Tangible Capital Assets

New:

- ◆ Furniture and Fixtures to reconfigure workstations.

30

30

Revenue Programs

- ◆ Increase in revenue from Application and Approval fees based on approved fee changes and projected volumes.

(83)

(83)

Total Program Changes

44



2019 Business Plan

Economic Development & Tourism

Major Services & Activities

Business Development

- ◆ Continue to implement the Foreign Direct Investment (FDI) Strategy including corporate visits to foreign owned subsidiaries in Durham Region.
- ◆ Promote the Region's key economic sectors: Agri-business; Energy, Environment and Engineering (EN3); Health Sciences; Innovative Technology; Manufacturing and Tourism.
- ◆ Undertake targeted investment attraction initiatives in key sectors and markets.
- ◆ Respond to investment inquiries and other queries in a timely manner.
- ◆ Develop marketing and advertising campaigns and marketing collateral, promoting Durham Region.
- ◆ Collect and maintain data and related statistics.

Tourism

- ◆ Implement the 2017-2021 Tourism Strategy.
- ◆ Create and distribute the annual Discovery Guide, Trails Map and other publications.
- ◆ Continue to provide programs that lead to the implementation of tourism strategies with the end result of attracting more visitors to Durham Region.
- ◆ Continue to implement the Sports Tourism Strategy and Action Plan.
- ◆ Continue to implement the Culinary Action Plan.

Business Advisory Centre Durham (BACD)

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

Rural and Agriculture

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



2019 Business Plan

Economic Development & Tourism

Major Services & Activities (Continued)

Marketing Strategy Partnerships

- ◆ Support and assist in the development and growth of identified economic sectors in Durham Region.
- ◆ Continue to coordinate the development, design and distribution of the Division's marketing collateral.
- ◆ Provide community support and partnership development.
- ◆ Continue to participate in and support the Spark Centre through programs such as the International Soft Landing program.
- ◆ Continue to promote the Film industry within Durham Region.
- ◆ Continue to work with the Data, Mapping and Graphics (DMG) section, to maintain all datasets for Economic Development.

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

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

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

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

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



2019 Business Plan

Economic Development & Tourism

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

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

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

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

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

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Work to showcase new and emerging technology developed in Durham's post-secondary institutions such as University of Ontario Institute of Technology (UOIT) Automotive Centre of Excellence (ACE) and Durham College's Office of Research Services, Innovation and Entrepreneurship (ORSIE). ◆ Research, identify and develop new energy projects with community stakeholders. ◆ Continue to support the initiatives of the Spark Centre. 	

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

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



2019 Business Plan

Economic Development & Tourism

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

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

Strategic Goals

Goal	Description	Responsibility - Support
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.6	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
C.4	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
C.5	Work more closely with local municipalities and other partners to manage growth through effective, progressive and integrated long-term planning.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

PROGRAM SUMMARY

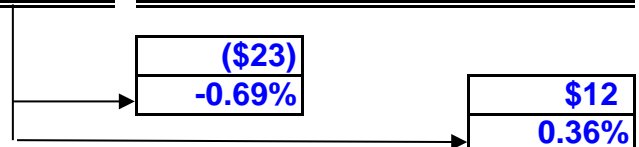


2019 Business Plan

Economic Development & Tourism

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Administration	564	583	597	-	597
2 Business Development	510	581	588	(9)	579
3 Tourism	657	819	807	(62)	745
4(a) Business Advisory Centre Durham (BACD)	160	160	160	-	160
4(b) Facilities - Garden Street (BACD)	69	72	73	-	73
Subtotal BACD	229	232	233	-	233
5 Rural and Agriculture	434	468	477	35	512
6 Community Promotion Resource	18	25	25	-	25
7 Marketing Strategy Partnerships	462	547	553	8	561
8 Headquarters Shared Cost	111	111	100	13	113
Operating Subtotal	2,985	3,366	3,380	(15)	3,365
Tangible Capital Assets:					
New	35	35	-	-	-
9 Replacement	9	9	7	-	7
Tangible Capital Assets Subtotal	44	44	7	-	7
Total Program Expenses	3,029	3,410	3,387	(15)	3,372
Revenue Programs					
2 Business Development	(30)	(30)	(30)	-	(30)
3 Tourism	(57)	(50)	(50)	50	-
Total Revenue Programs	(87)	(80)	(80)	50	(30)
Net Program Expenses	2,942	3,330	3,307	35	3,342

Summary of Increase (Decrease)





2019 Business Plan

Economic Development & Tourism

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	44	Economic increases
Salaries & Benefits	(20)	Remove one-time temporary salary
Operating Expenses	1	Inflationary increases
Operating Expenses	(11)	Headquarters shared cost
Tangible Capital Assets - New	(35)	Remove one-time items
Tangible Capital Assets - Replacement	(2)	Remove one-time items
	<u>(23)</u>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Economic Development & Tourism

(\$,000's)

Business Development

♦ Decrease in Part Time Salary and Benefits based on 2018 spending.	(60)
♦ Increase in Professional, Technical and Consulting (\$50k), Membership and Dues (\$10k) and Missions or Delegations (\$5k) based on Investment Attraction business plan.	65
♦ Decrease in Conferences (-\$1k), Car Allowance (-\$5k), Community Relations (-\$6k) and Promotional Items (-\$2k) based on forecasted requirements.	(14)
	(9)

Tourism

♦ Increase in Temporary salaries to provide additional Tourism staff support to Northern Municipalities.	20
♦ Increase in Vehicle Operations and Equipment Reserve contribution for the fuel, maintenance, licencing and eventual replacement of the Regional Tourism branded van purchased in late 2018.	13
♦ Decrease in Culinary Tourism Program: Communication (-\$5k) and Professional, Technical and Consulting (-\$3k) to reflect 2019 projected spending.	(8)
♦ Decrease in Visitor Guide Program: Printing and Reproduction (-\$46k) and Professional, Technical and Consulting (-\$19k) based on redesign of the guide.	(65)
♦ Decrease in Communication (-\$10k) and Materials and Services (-\$6k) for Tourism Excellence Awards based on 2018 spending and forecasted requirements.	(16)
♦ Various adjustments to reflect historical spending and forecasted requirements.	(6)
	(62)

Rural and Agriculture

♦ Agriculture - Reallocation of \$22k from Professional Technical and Consulting to Payments to Outside Agencies for proper account allocation, and increase to Payments to Outside Agencies (\$25k) for additional planned programming.	25
♦ Rural - Increase in Payments to Outside Agencies for projected spending through new programming.	10
	35

Marketing Strategy Partnerships

♦ Increase in Professional, Technical and Consulting (\$5k) and Advertising (\$5k), partially offset by decrease in Printing and Reproduction (-\$5k) based on 2018 actual spending.	5
♦ Decrease in Printing and Reproduction (-\$5k) and increases in Advertising (\$4k) and Community Relations (\$4k) in Film Sector to reflect 2019 projected spending.	3
	8

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Economic Development & Tourism

(\$,000's)

Headquarters Shared Cost

- ◆ Economic Development & Tourism's share of costs related to the operation and maintenance of Regional Headquarters.

13

13

Revenue

- ◆ Decrease in Visitor Guide revenue to reflect new guide strategy and redesign without sponsorship revenue.

50

50

Total Program Changes 35

PROGRAM SUMMARY

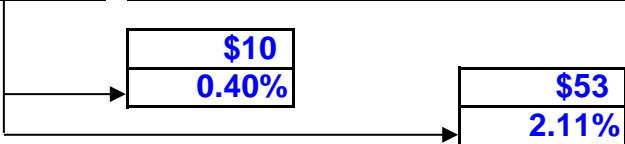


2019 Business Plan

Regional Council

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Regional Council	2,265	2,322	2,351	20	2,371
2 Headquarters Shared Cost	193	193	174	23	197
Net Program Expenses	2,458	2,515	2,525	43	2,568

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	26	Economic increases
Operating Expenses	3	Inflationary increases
Operating Expenses	(19)	Headquarters shared cost
	<u>10</u>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Regional Council

(\$,000's)

Regional Council

◆ Increase in Memberships and Dues for Federation of Canadian Municipalities Special Advocacy Fund contribution as per Report #2018-COW-176.	22
◆ Increase in Memberships and Dues for Federation of Canadian Municipalities Optional Legal Defense Fund contribution.	15
◆ Decrease in Telephones since costs are covered by the local area municipalities.	(17)
	<u>20</u>

Headquarters Shared Cost

◆ Regional Council's share of costs related to the operation and maintenance of Regional Headquarters.	23
--	----

Total Program Changes 43

PROGRAM SUMMARY



2019 Business Plan

Regional Chair's Office

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Regional Chair's Office	726	908	890	(6)	884
2 Headquarters Shared Cost	67	67	60	8	68
Operating Subtotal	793	975	950	2	952
Tangible Capital Assets:					
3 Replacement	9	9	8	-	8
Tangible Capital Assets Subtotal	9	9	8	-	8
Net Program Expenses	802	984	958	2	960

Summary of Increase (Decrease)

	(\$26)	
	-2.64%	
		(\$24)
		-2.44%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	26	Economic increases
Salaries & Benefits	(44)	Salary adjustments
Operating Expenses	(7)	Headquarters shared cost
Tangible Capital Assets - Replacement	(1)	Remove one-time item
	(26)	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Regional Chair's Office

(\$,000's)

Regional Chair's Office

◆ Mileage costs as Regional Chair no longer has Regional vehicle.	14
◆ Increase in Telephones based on projected 2019 expense.	1
◆ Decrease in Vehicle Operations (-\$6k) and Contribution to Equipment Reserve (-\$15k) due to disposal of Regional Chair vehicle.	(21)
	<hr/>
	(6)
	<hr/>

Headquarters Shared Cost

◆ Regional Chair's Office share of costs related to the operation and maintenance of Regional Headquarters.	8
---	---

Total Program Changes

2



2019 Business Plan

Chief Administrative Officer

Major Services & Activities

Chief Administrative Officer

- ◆ Provide high quality policy and program advice to Regional Council.
- ◆ Ensure that quality service is delivered with maximum fiscal responsibility.
- ◆ Foster a corporate culture that recognizes and values staff and provides support in a changing environment.
- ◆ Promote and encourage a continuous quality improvement approach to management and customer service within Durham.

Corporate Policy & Strategic Initiatives

- ◆ Ensure the Chair and CAO are aware of, and current with, issues as they emerge.
- ◆ Maintain a thorough, comprehensive and continuous awareness of corporate, departmental and external initiatives.
- ◆ Lead implementation of corporate strategies and plans, enhancing integration of corporate policies and initiatives with program policy functions.
- ◆ Work cooperatively with elected officials, Regional staff, the area municipalities, the Province and other outside agencies.
- ◆ Provide structure and support to the Durham Region Roundtable on Climate Change.
- ◆ Provide leadership, advice and support to the corporation to ensure organizational compliance with accessibility legislation.

Corporate Communications

- ◆ Increase awareness and understanding of Regional programs and services to the public, businesses, other levels of government, partner organizations, Regional employees and members of Regional Council.
- ◆ Provide leadership, advice and professional services to the corporation in the area of Media Relations and Social Media.
- ◆ Provide leadership, advice and professional services to the corporation in the area of Strategic Communications (marketing and education).
- ◆ Provide leadership, advice and professional services to the corporation in the area of Crisis Communications (issues management).
- ◆ Lead Regional Emergency Information (EI) activities during declared and non-declared emergencies, and nuclear emergencies.
- ◆ Lead corporate identity initiatives (logo use, corporate uniforms, displays, promotional items, etc.).



2019 Business Plan

Chief Administrative Officer

The role of the CAO’s Office is to support implementation for all of the goals of the Strategic Plan. The following information highlights the Department's focus on the Durham Region Strategic Plan:

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

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

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

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

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

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

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

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

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

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



2019 Business Plan

Chief Administrative Officer

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

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

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

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

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

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

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

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

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

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

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

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



2019 Business Plan

Chief Administrative Officer

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

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

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

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

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

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

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

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> ◆ Implement the Region's Corporate Diversity and Inclusion Strategy. 	

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

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

STRATEGIC PLANNING



2019 Business Plan

Chief Administrative Officer

Strategic Goals		
Goal	Description	Responsibility - Support
B.6	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	

PROGRAM SUMMARY



2019 Business Plan

Chief Administrative Officer

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Chief Administrative Officer	1,069	1,000	1,040	238	1,278
2 Corporate Communications	1,394	1,550	1,507	60	1,567
3 Accessibility Implementation	194	244	147	104	251
4 Roundtable on Climate Change	278	374	379	225	604
5 Headquarters Shared Cost	93	93	84	11	95
Operating Subtotal	3,028	3,261	3,157	638	3,795
Tangible Capital Assets:					
6 New	13	13	-	20	20
7 Replacement	30	30	25	-	25
Tangible Capital Assets Subtotal	43	43	25	20	45
Net Program Expenses	3,071	3,304	3,182	658	3,840

Summary of Increase (Decrease)

(\$122)	-3.69%	\$536
\$536	16.22%	

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	87	Economic increases
Salaries & Benefits	47	Annualization - 1 position
Salaries & Benefits	(190)	Remove one-time - Part time salaries and benefits
Operating Expenses	1	Inflationary increases
Operating Expenses	(9)	Headquarters Shared Costs
Tangible Capital Assets - New	(13)	Remove one-time items
Tangible Capital Assets - Replacement	(5)	Remove one-time items
Increase in Inter-Departmental Recoveries	(40)	Water/Sewer/Waste - economic increases
	(122)	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Chief Administrative Officer

(\$,000's)

Chief Administrative Officer

<ul style="list-style-type: none"> ◆ New Position: 1 Program Coordinator, effective July 1, 2019, to support strategic planning, sustainability and other corporate initiatives. (Annualized cost is \$94k) ◆ New Position: 1 Administrative Assistant 1, effective July 1, 2019, to provide administrative support for various initiatives. (Annualized cost is \$92k) ◆ One-time professional and technical expertise for various corporate initiatives. ◆ One-time increase in Major Renovations for office renovations. 	<p>47</p> <p>46</p> <p>100</p> <p>45</p> <hr style="border: 0.5px solid black;"/> <p>238</p>
---	--

Corporate Communications

<ul style="list-style-type: none"> ◆ New Position: 1 Communications Coordinator, Multi Media, effective July 1, 2019 to support durham.ca, intranet site and new initiatives. (Annualized cost is \$94k) ◆ Increase in Education and Training (\$5k) and Telephones (\$3k) for new positions. ◆ Increase in Postage costs for Works newsletter. ◆ Software Licences (\$2k) for additional module and Purchased Services (\$2k) for enhanced news services. ◆ Recovery for increase in Postage costs from water, sewer and waste operations. 	<p>47</p> <p>8</p> <p>8</p> <p>4</p> <p>(7)</p> <hr style="border: 0.5px solid black;"/> <p>60</p>
--	--

Accessibility Implementation

<ul style="list-style-type: none"> ◆ New Position: 1 Program Coordinator, effective July 1, 2019, to provide ongoing training and expertise. (Annualized cost is \$108k) ◆ One-time increase in Temporary Salaries and Benefits from January to June 2019 for Program Coordinator. 	<p>54</p> <p>50</p> <hr style="border: 0.5px solid black;"/> <p>104</p>
--	---

Roundtable on Climate Change

<ul style="list-style-type: none"> ◆ Increase in Community Relations to develop a five-year implementation strategy for the Durham Community Energy Plan. ◆ Increase in Community Relations (\$20k) and Professional, Technical, and Consulting (\$125k) to support program implementation of the Durham Community Climate Adaptation Plan. 	<p>80</p> <p>145</p> <hr style="border: 0.5px solid black;"/> <p>225</p>
---	--

Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Chief Administrative Officer's share of costs related to the operation and maintenance of Regional Headquarters. 	<p>11</p> <hr style="border: 0.5px solid black;"/> <p>11</p>
--	--

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Chief Administrative Officer

(\$,000's)

Tangible Capital Assets

New:

- ◆ Refer to TCA New Schedule for further details.

20

20

Total Program Changes 658



2019 Business Plan

Corporate Services -
Legal Services

Major Services & Activities

Legal Services

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

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

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

PROGRAM SUMMARY



2019 Business Plan

Corporate Services - Legal Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Legal Administration	2,429	2,474	2,551	297	2,848
2 Headquarters Shared Cost	103	103	93	13	106
Operating Subtotal	2,532	2,577	2,644	310	2,954
Tangible Capital Assets:					
3 New	-	-	-	8	8
4 Replacement	15	15	22	-	22
Tangible Capital Assets Subtotal	15	15	22	8	30
Total Program Expenses	2,547	2,592	2,666	318	2,984
Revenue Programs					
Land Registration	(33)	(21)	(21)	-	(21)
Development Agreements	(116)	(90)	(90)	(20)	(110)
Social Housing Services	(30)	(30)	(30)	-	(30)
Insurance Pool Services	-	(30)	(30)	-	(30)
Durham Non-Profit Housing Services	(25)	(25)	(25)	-	(25)
Durham Regional Police Service	-	-	-	(228)	(228)
Durham Region Transit	(85)	(85)	(85)	-	(85)
Total Revenue Programs	(289)	(281)	(281)	(248)	(529)
Net Program Expenses	2,258	2,311	2,385	70	2,455

Summary of Increase (Decrease)

	\$74	
	3.20%	
		\$144
		6.23%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	92	Economic increases
Salaries & Benefits	5	Job reclassification
Salaries & Benefits	(25)	Remove one-time part time staffing
Operating Expenses	5	Inflationary increases
Operating Expenses	(10)	Headquarters shared cost
Tangible Capital Assets - Replacement	7	Increased requirement
	74	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Corporate Services - Legal Services

(\$,000's)

Administration

<ul style="list-style-type: none"> ◆ New Position: 1 Senior Solicitor, effective July 1, 2019, to provide cost effective in-house legal services to Durham Regional Police Service (DRPS), thereby enhancing service delivery and avoiding costs for outside counsel. The costs associated with this position will be charged back to the DRPS. (Annualized cost is \$228k) ◆ Increase to Temporary/part time staffing for six months until the new Senior Solicitor position above is hired. The costs associated with this temporary staffing will be charged back to the DRPS. ◆ Increase to Temporary/part time staffing for the second year of a two year pilot Articling Student program. ◆ Increase Temporary/part time staffing for a Law student and Legal Assistant student. ◆ Various adjustments to operating costs are required to support the growing needs of the division and the organization, and to align with actual expenditures and projected requirements. 	<p>114</p> <p>114</p> <p>25</p> <p>30</p> <p>14</p> <hr style="border: 0.5px solid black;"/> <p>297</p> <hr style="border: 0.5px solid black;"/>
--	--

Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Corporate Services - Legal Services' share of costs related to the operation and maintenance of Regional Headquarters. 	<p>13</p> <hr style="border: 0.5px solid black;"/> <p>13</p> <hr style="border: 0.5px solid black;"/>
--	---

Tangible Capital Assets

New:

<ul style="list-style-type: none"> ◆ Refer to TCA New Schedule for further details. 	<p>8</p> <hr style="border: 0.5px solid black;"/> <p>8</p> <hr style="border: 0.5px solid black;"/>
--	---

Revenue

<ul style="list-style-type: none"> ◆ Increase in Revenue from Development Agreement fees. ◆ Recovery from Durham Regional Police Service to cover costs for new and temporary Senior Solicitor. 	<p>(20)</p> <p>(228)</p> <hr style="border: 0.5px solid black;"/> <p>(248)</p> <hr style="border: 0.5px solid black;"/>
---	---

Total Program Changes 70



2019 Business Plan

**Corporate Services - Legal
Services - Provincial Offences Act**

Major Services & Activities

Administration

- ◆ Provide Justice responsibilities under the Provincial Offences Act (POA) for the Region of Durham court service area.
- ◆ Maintain the records, original documents and the electronic data.
- ◆ Provide courtroom facilities and judicial support for all courtroom activities and prepare transcripts of court hearings as required.
- ◆ Receive and process offences, register payments and record judicial decisions to the offender's case file for charges issued within the Region of Durham.
- ◆ Provide customer service for administrative court service functions, related to the Provincial Offences charges.
- ◆ Expand and enhance services to include audio capabilities for judiciary, interpreters and defendants where legislation allows.

Prosecution

- ◆ Conduct prosecutions under the POA.
- ◆ Conduct POA Appeals at the Ontario Court of Justice.
- ◆ Consult with and assist in the training programs for local enforcement agencies.
- ◆ Emphasis on early resolution initiatives aimed at improving customer service and reducing wait times for more expensive trial services.

French Language Services

- ◆ Provide trained French language proficient bilingual staff to work in legal, bilingual court hearings.
- ◆ Comply with Official Languages Act designation by providing French language courts and information services to the public.



2019 Business Plan

**Corporate Services - Legal
Services - Provincial Offences Act**

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

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

PROGRAM SUMMARY



2019 Business Plan

Corporate Services - Legal
Services - Provincial Offences Act

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Administration	3,421	4,005	4,057	(162)	3,895
2 Prosecution	1,172	1,184	1,218	9	1,227
3 Default Fines Collection	987	987	1,004	-	1,004
4 French Language Services	-	-	-	-	-
5 Headquarters Shared Cost	941	941	852	111	963
Operating Subtotal	6,521	7,117	7,131	(42)	7,089
Tangible Capital Assets:					
6 New	-	-	-	110	110
7 Replacement	26	26	51	-	51
Contribution from Reserve / Reserve Fund	-	-	-	(100)	(100)
Tangible Capital Assets Subtotal	26	26	51	10	61
Total Program Expenses	6,547	7,143	7,182	(32)	7,150
Revenue Programs					
Revenues from POA Fines	(6,800)	(7,300)	(7,300)	-	(7,300)
Total Revenue Programs	(6,800)	(7,300)	(7,300)	-	(7,300)
Net Program Expenses	(253)	(157)	(118)	(32)	(150)
Municipal Share (60%)	(152)	(94)	(71)	(19)	(90)
Regional Share (40%)	(101)	(63)	(47)	(13)	(60)

Summary of Increase (Decrease)

\$39	-24.84%	\$7	-4.46%
------	---------	-----	--------

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	85	Economic increases
Operating Expenses	6	Inflationary increases
Operating Expenses	(89)	Headquarters shared cost
Inter-departmental Charges	17	Economic increases
Tangible Capital Assets - Replacement	25	Increased requirements
Revenues	(5)	Provincial Subsidy - French Language Services
	39	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Corporate Services - Legal
Services - Provincial Offences Act

(\$,000's)

Administration

<ul style="list-style-type: none"> ◆ Cost savings anticipated for 2019 due to the utilization of four (4) out of five (5) courtrooms for the year, thereby resulting in a reduction in the planned use of Justice of the Peace services. Services will be re-evaluated for the 2020 budget. 	(175)
<ul style="list-style-type: none"> ◆ Various adjustments to costs are required to support the growing needs of the division and the organization, and to align with actual expenditures and forecasted requirements. 	13
	(162)

Prosecution

<ul style="list-style-type: none"> ◆ Various adjustments to operating costs are required to support the growing needs of the division and the organization, and to align with actual expenditures and forecasted requirements. 	9
	9

Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Legal Services - Provincial Offences Act's share of costs related to the operation and maintenance of Regional Headquarters. 	111
	111

Tangible Capital Assets

New:

<ul style="list-style-type: none"> ◆ Refer to TCA New Schedule for further details. 	110
<ul style="list-style-type: none"> ◆ Contribution from Reserve to partially offset the Space Optimization project costs. 	(100)
	10
Total Program Changes	(32)



2019 Business Plan

Corporate Services - Human Resources

Major Services & Activities

Administration

- ◆ Oversee all programs and services provided by all divisions within the Corporate Services Department: Human Resources, Information Technology, Legislative Services, and Legal Services.
- ◆ Provide excellence in service and deliver effective initiatives and programs for all divisions within Corporate Services, thereby contributing to the achievement of goals established by the corporation.
- ◆ Promote sharing and integration of streamlined services across the Region.
- ◆ Oversee the negotiation of collective agreements with eight bargaining units.
- ◆ Address issues and promote positive relations between Management and all eight Unions.
- ◆ Lead the development and implementation of a Corporate Services Strategic Plan that aligns with the corporate goals and objectives in the Region's Community Strategic Plan, meets related legislative requirements and promotes best practices.

Departmental Services

- ◆ Provide ongoing support to management relating to labour relations matters, such as conducting investigations into workplace matters including complaints pursuant to the Region's Workplace Harassment and Discrimination Prevention Policy.
- ◆ Oversee matters based on arbitral jurisprudence grievance process for all eight bargaining units; and support management in counselling and discipline.
- ◆ Interpret employment legislation and the Region's eight collective agreements.
- ◆ Provide attendance support advice and develop employee performance improvement plans.
- ◆ Promote and enhance performance and succession management, as well as leadership, staff development, recognition, e-learning and employee engagement.
- ◆ Conduct recruitment activities for up to 800 vacancies per year and provide training.



2019 Business Plan

Corporate Services - Human Resources

Major Services & Activities (Continued)

Organization and Employee Services

- ◆ Provide ongoing benefits and pensions, compensation, health and safety and wellness, workplace safety and insurance and disability management, and Human Resources information system expertise to the organization and its employees in order to meet legislative and organizational requirements and promote best practices.
- ◆ Provide education, advice, guidance and support to the organization and work collaboratively with various stakeholders such as the WSIB, the Region's benefits providers and others to ensure a healthy, safe, supportive, effective workplace and competitive and responsible employment practices.
- ◆ Continuously provide and improve information and support related to best practice disability management, mental health in the workplace issues and workplace health and safety.
- ◆ Develop and implement compensation and benefits programs that fit with corporate financial responsibility, total rewards, Pay Equity, talent management and healthy workplace goals, that balance expectations with affordability and sustainability.
- ◆ Provide HR related information systems, data and metrics analytics, trends, and other related advice, intelligence and information for strategic HR and Regional employee-related programming, planning and decision making.

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

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

Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Monitor and continuously enhance the Region's attendance support and disability management programs to reflect best practices. ◆ Strengthen the Region's Health, Safety and Wellness program using the Healthy Workplace Model in order to meet legislated safety requirements and industry standards and best practices, prevent workplace incidents, injuries and illnesses and support a healthy work environment. ◆ Enhance labour relation practices and expedite the grievance process. ◆ Ensure Pay Equity compliance and competitive/effective/sustainable compensation and benefits. 	

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

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



2019 Business Plan

Corporate Services - Human Resources

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

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

Strategic Goals

Goal	Description	Responsibility - Support
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
C.4	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.7	Focus resources on continuous improvement and innovation.	

PROGRAM SUMMARY



2019 Business Plan

Corporate Services - Human Resources

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Administration	472	544	563	2	565
2 Departmental Services	2,111	2,164	2,370	94	2,464
3 Organization and Employee Services	2,523	2,574	2,666	-	2,666
4 Headquarters Shared Cost	213	213	192	25	217
Operating Subtotal	5,319	5,495	5,791	121	5,912
Tangible Capital Assets:					
5 New	70	70	-	19	19
6 Replacement	56	56	51	-	51
Tangible Capital Assets Subtotal	126	126	51	19	70
Net Program Expenses	5,445	5,621	5,842	140	5,982

Summary of Increase (Decrease)

	\$221	
→	3.93%	→
→	\$361	→
→	6.42%	→

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	228	Economic increases
Salaries & Benefits	138	Annualization - 2 positions
Salaries & Benefits	(10)	Job reclassification
Inter-departmental Recoveries	(39)	Economic increases
Operating Expenses	(21)	Headquarters shared cost
Tangible Capital Assets - New	(70)	Remove one-time items
Tangible Capital Assets - Replacement	(5)	Remove one-time items
	221	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Corporate Services - Human Resources

(\$,000's)

Administration

<ul style="list-style-type: none"> ◆ Annual licencing cost of 3 new Portable NextGen Radios, as part of the emergency management plan for Corporate Services and the organization in the event that normal communication channels are not available during an emergency. 	2
	2

Departmental Services

<ul style="list-style-type: none"> ◆ Ongoing increases to various operating accounts to align with actual expenditures and to support increase in demand within the Talent Acquisition and Labour Relations portfolios. 	33
<ul style="list-style-type: none"> ◆ Annual Software Licences for SkillCheck, Linda.com, Glassdoor, LinkedIn, and e-signature. 	43
<ul style="list-style-type: none"> ◆ One-time purchase of survey software (Survale) for Talent Acquisition. 	4
<ul style="list-style-type: none"> ◆ Ongoing annual membership fee for Survale software, noted above. 	14
	94

Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Human Resources' share of costs related to the operation and maintenance of Regional Headquarters. 	25
	25

Tangible Capital Assets

New:

<ul style="list-style-type: none"> ◆ Refer to TCA New Schedule for further details. 	19
	19
Total Program Changes	140



2019 Business Plan

**Corporate Services-
Information Technology**

Major Services & Activities

**Information
Technology
Operations**

- ◆ Ensure Regional Electronic Data is protected, backed up and secure.
- ◆ Manage the Regional hardware and software network ensuring that departments have appropriate IT bandwidth to complete operations.
- ◆ Provide application services such as email and data sharing services to Regional departments.
- ◆ Support computer infrastructure throughout the Region from Desktop to Server ensuring business service levels are achieved.

**Governance/
Security**

- ◆ Improve the use of management information technologies to obtain higher levels of timeliness, efficiency and effectiveness.
- ◆ Ensure that Regional Mobile Equipment follows the Information and Privacy Commissioner guidelines of strong encryption.
- ◆ Communicate and educate Regional staff on the requirements of information and data security.
- ◆ Manage the network security protecting Regional equipment and information.

**Business
Solutions**

- ◆ Develop strategies for effective use of technology and the Regional direction of IT use.
- ◆ Assist Regional departments in the implementation and support of applications meeting their business requirements and needs.
- ◆ Work with departmental partners on expanding the use of IT to meet client demands.
- ◆ Enhance the Regional presence on the web promoting effective use of technology.
- ◆ Oversee and coordinate real-time communication and cable television services.

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

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

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



2019 Business Plan

**Corporate Services-
Information Technology**

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

Key Deliverables	Responsibility - Co-Lead
<ul style="list-style-type: none"> Continue to develop the external website and internal intranet site which incorporate modern technology, are mobile friendly, enable internal and external client interaction and enhance the use of social media. 	

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

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

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

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

Strategic Goals

Goal	Description	Responsibility - Support
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	

PROGRAM SUMMARY

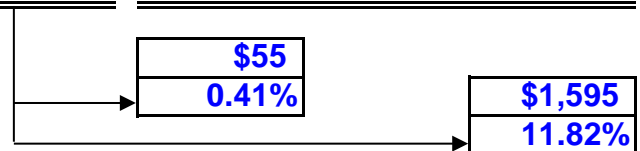


2019 Business Plan

Corporate Services - Information Technology

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Administration	508	709	735	203	938
2 Application Services	1,548	1,480	1,310	212	1,522
3 Geographic Information Services	1,192	1,159	1,229	-	1,229
4 Project Services	777	942	908	70	978
5 Technical Services	1,294	1,313	1,342	281	1,623
6 Service Delivery	1,043	1,082	1,121	187	1,308
7 Security	881	895	925	-	925
8 Wide Area Network (WAN)	1,250	1,669	1,669	(113)	1,556
9 Data and Infrastructure Protection	454	461	461	-	461
10 Telecommunications	-	-	-	99	99
11 Corporate IT Support	3,002	2,531	2,531	375	2,906
12 Headquarters Shared Cost	345	345	312	41	353
Operating Subtotal	12,294	12,586	12,543	1,355	13,898
Tangible Capital Assets:					
13 Replacement	912	912	1,010	185	1,195
Tangible Capital Assets Subtotal	912	912	1,010	185	1,195
Net Program Expenses	13,206	13,498	13,553	1,540	15,093

Summary of Increase (Decrease)





2019 Business Plan

Corporate Services - Information Technology

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	175	Economic increases
Salaries & Benefits	26	Job reclassifications
Operating Expenses	(250)	Remove one-time items
Operating Expenses	13	Inflationary increases
Operating Expenses	(33)	Headquarters shared cost
Tangible Capital Assets - Replacement	98	Increased requirements
Recovery from Transit	(9)	Economic increases
Revenues	35	Remove one-time items
	<u>55</u>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Corporate Services - Information Technology

(\$,000's)

Administration

- ◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.
203
- 203

Application Services

- ◆ Annual hosting fees for micro-sites associated with durham.ca, and Intranet site (Insider, Immigration portal, Durham Region Transit portal and search engine costs).
32
- ◆ Regular maintenance and bug-fixing of applications, including but not limited to, durham.ca, Intranet site, Goldcare, Encounter, etc.
180
- 212

Project Services

- ◆ Increase in Professional Services to continue the multi-phase project work associated with the corporate website redevelopment, including micro-sites and Intranet (Immigration portal, Durham Region Transit site, Tourism site, etc.).
70
- 70

Technical Services

- ◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.
281
- 281

Service Delivery

- ◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.
187
- 187

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Corporate Services - Information Technology

(\$,000's)

Wide Area Network (WAN)

♦ Recovery from Durham Region Transit for their portion of WAN costs.	(113)
	(113)

Telecommunications

♦ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.	99
	99

Corporate IT Support

♦ Software licencing and support for Microsoft Office 365 (O365) (\$200k) and Adobe (\$75k).	275
♦ Modernization of infrastructure and applications to enhance the productivity of employees by enabling them to do work in a more effective and efficient manner. Projects include software upgrades of old applications used for data capture and reporting, enhanced mobility infrastructure, workplace communication capabilities, chats and productivity suites.	100
	375

Headquarters Shared Cost

♦ Corporate Services - Information Technology's share of costs related to the operation and maintenance of Regional Headquarters.	41
	41

Tangible Capital Assets

♦ Replacement Items moved from Finance Department as part of realignment.	185
	185

Total Program Changes	1,540
------------------------------	--------------



2019 Business Plan

Corporate Services-
Legislative Services

Major Services & Activities

Council
Services

Legislative Compliance

- ◆ Provide statutory and legislated services to Council, the public and other internal and external customers.
- ◆ Manage legislative process and meet requirements in accordance with the Municipal Act, the Municipal Elections Act, the Planning Act, and corporate policy and procedures.

Council and Committee Support

- ◆ Provide secretariat support to Regional Council, four (4) Standing Committees, nine (9) Advisory Committees including the 9-1-1 Management Board, and to Durham Region Transit Commission and its two (2) Committees.
- ◆ Prepare, distribute and publish accessible agendas for Regional Council, Standing Committees, Advisory Committees and Durham Transit Commission and Transit Executive Committee, in accordance with corporate standards to provide consistency, openness and transparency.

Accountability and Transparency

- ◆ Receive, record and make every effort to resolve complaints about services provided by the Region, using established complaint procedures.

Municipal Elections

- ◆ Conduct the election for the Office of Regional Chair in accordance with the Municipal Elections Act, the Municipal Act, and the Education Act while meeting all legislative deadlines.

Event Coordination

- ◆ Coordinate official corporate functions and special events
- ◆ Provide protocol advice.

Administrative Functions

- ◆ Receive and process all incoming correspondence addressed to the Region, including delegation requests.
- ◆ Receive tenders, Requests for Proposals and Requests for Quotations, attend openings and record results.
- ◆ Execute legal documents, provide certified copies of documents, accept service of legal documents served on the Corporation.



2019 Business Plan

**Corporate Services-
Legislative Services**

Major Services & Activities (Continued)

Records and Information Management

- ◆ Keep the official records of the Corporation, as delegated by the Regional Clerk.
- ◆ Manage the Records and Information Management (RIM) Program of the Corporation, ensuring that official records are managed from creation to final disposition.
- ◆ Maintain the Region's Records Retention By-law and Corporate Classification Scheme (CCS).
- ◆ Promote and provide information management best practices throughout the Region.
- ◆ Develop the Archives program of the Corporation, ensuring the identification, preservation, and accessibility of the permanent, historically significant Regional records.
- ◆ Provide privacy support to the Regional Clerk in administering the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Personal Health Information Protection Act (PHIPA) and processing requests for information, complaints and appeals under MFIPPA and PHIPA.

Public Counter

- ◆ Provide general information to the public on Regional programs or direct them to the appropriate department, municipality, other levels of government or agency for service.
- ◆ Prepare and publish the Durham Municipal Directory.
- ◆ Prepare and publish the on-line Regional Meeting Calendar.
- ◆ Manage and maintain the telephone contact information in the on-line employee telephone directory.
- ◆ Manage the common meeting rooms and display area bookings.

Corporate Call Centre

- ◆ Provide first-tier, live-answer response for the Region's main telephone number and provide information on Regional programs or transfer to the appropriate department, municipality, other levels of government or agency for service.

Corporate Privacy Office

- ◆ Develop, implement and maintain a comprehensive privacy management program that will include a privacy and accountability framework to assist the Corporation in its obligation to promote and support compliance with privacy legislation and assist in fostering a culture of privacy awareness.



2019 Business Plan

**Corporate Services-
Legislative Services**

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

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

Strategic Goal D.4 - Promote a culture of openness and encourage public engagement in governance and decision making.	
Key Deliverables	Responsibility - Lead
<ul style="list-style-type: none"> ◆ Develop a Regional Information Management Strategy addressing issues including storage, management and privacy. ◆ Improve the openness and transparency of the governance process and decisions of the corporation (e.g., E-agenda, web streaming, public complaint process, Regional Ombudsman & Integrity Commissioner, closed meeting protocol, Council and staff codes of conduct). 	

Strategic Goals		
Goal	Description	Responsibility - Support
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
C.4	Demonstrate leadership in sustainable asset management and environmentally friendly municipal practices.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

PROGRAM SUMMARY



2019 Business Plan

Corporate Services - Legislative Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Council Services	1,483	1,560	1,607	-	1,607
2 Records and Information Management	939	935	955	55	1,010
3 Public Counter*	-	-	-	-	-
4 Corporate Call Centre*	-	-	-	-	-
5 Corporate Privacy Office	-	195	407	-	407
6 Headquarters Shared Cost	109	109	99	13	112
Operating Subtotal	2,531	2,799	3,068	68	3,136
Tangible Capital Assets*:					
7 New	60	60	-	81	81
8 Replacement	29	29	20	-	20
Tangible Capital Assets Subtotal	89	89	20	81	101
Net Program Expenses	2,620	2,888	3,088	149	3,237

Summary of Increase (Decrease)

	\$200	
	6.93%	
		\$349
		12.08%

* Tangible Capital Assets Included on Program Detail Page

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	83	Economic increases
Salaries & Benefits	211	Annualization - 3 positions
Salaries & Benefits	3	Job reclassifications
Operating Expenses	(100)	Remove one-time professional services
Operating Expenses	(7)	Inflationary adjustment
Operating Expenses	(10)	Headquarters shared cost
Tangible Capital Assets - New	(60)	Remove one-time items
Tangible Capital Assets - Replacement	(9)	Remove one-time items
Recoveries For Public Counter & Corporate Call Centre	89	Economic increases and remove one-time expenses
	200	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Corporate Services - Legislative Services

Records and Information Management

<ul style="list-style-type: none"> ◆ New Position: 1 Information Management (IM) Supervisor, effective July 1, 2019, to support the IM Manager as team lead and oversee the IM Analysts with their day-to-day work. This will allow the IM Manager to focus on the deployment of the Enterprise Information Strategy, future Enterprise Content Management software, business continuity and other strategic initiatives. (Annualized cost is \$110k) 	55
	55

Corporate Call Centre

<ul style="list-style-type: none"> ◆ One-time increase in Professional Services to complete the next phase of the Corporate Customer Service Strategy and Implementation Plan. ◆ Related increase in the recovery from Departments in Regional Headquarters based on their share of the Corporate Call Centre. 	100 (100)
	-

Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Legislative Services' share of costs related to the operation and maintenance of Regional Headquarters. 	13
	13

Tangible Capital Assets

New:

<ul style="list-style-type: none"> ◆ Refer to TCA New Schedule for further details. 	81
	81
Total Program Changes	149



2019 Business Plan

Durham Emergency Management Office

Major Services & Activities

**Durham
Emergency
Management
Office**

- ◆ Emergency Plan and Emergency Support Functions (ESF's).
- ◆ Risk Specific Plans: Particular emphasis on nuclear.
- ◆ Training Program: Develop and deliver.
- ◆ Exercise Program: Design and conduct.
- ◆ Coordinate with Local Municipalities and Fire Services.
- ◆ Public Education Program: Design, produce and distribute.
- ◆ Critical Infrastructure Inventory.
- ◆ Hazard Identification and Risk Assessment (HIRA).
- ◆ Maintain compliance with Provincial Act and Regulations, including nuclear elements.
- ◆ Promote collaborative emergency management.
- ◆ Regional Emergency Operations Centre (REOC): Maintain and operate.
- ◆ 24/7 on-call Duty Officer availability.
- ◆ Major Special Event consequence management planning.
- ◆ Administrative meetings.

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

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

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



2019 Business Plan

Durham Emergency Management Office

Strategic Goals		
Goal	Description	Responsibility - Support
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

PROGRAM SUMMARY



2019 Business Plan

Durham Emergency Management Office

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
Operating:					
1 Durham Emergency Management Office	1,084	1,180	1,203	513	1,716
2 Public Alerting System Maintenance	200	202	202	-	202
3 Headquarters Shared Cost	53	53	48	6	54
Operating Subtotal	1,337	1,435	1,453	519	1,972
Tangible Capital Assets:					
4 New	-	-	-	99	99
5 Replacement	26	26	15	-	15
Tangible Capital Assets Subtotal	26	26	15	99	114
Total Program Expenses	1,363	1,461	1,468	618	2,086
Revenue Programs					
Ontario Power Generation (OPG) Grant	(527)	(527)	(527)	(612)	(1,139)
OPG Grant - Public Alerting System Maintenance	(200)	(202)	(202)	-	(202)
Total Revenue Programs	(727)	(729)	(729)	(612)	(1,341)
Net Program Expenses	636	732	739	6	745

Summary of Increase (Decrease)

\$7
0.96%
\$13
1.78%

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	23	Economic increases
Operating Expenses	(5)	Headquarters shared cost
Tangible Capital Assets - Replacement	(11)	Remove one-time items
	7	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Durham Emergency Management Office

(\$,000's)

Durham Emergency Management Office

<ul style="list-style-type: none"> ◆ Increase in expenses as listed below for new Provincial Nuclear Emergency Response Plan (PNERP). These expenses will be conditional upon a funding agreement with Ontario Power Generation to recover 100% of costs. 	
New positions including: 1 Manager, 5 Emergency Coordinators, and 1 Program Assistant, effective July 1, 2019. (Annualized cost is \$882k)	441
Property Rental (\$24k) and Leasehold Improvements (\$50k).	74
Personnel Related (\$16k), Communication (\$20k), Supplies (\$6k) and Equipment Rental (\$6k) costs.	48
Furniture and Computers for new positions - see TCA - New schedule for details.	49
<ul style="list-style-type: none"> ◆ Increase in Ontario Power Generation grant to fund PNERP expenses noted above. 	(612)
	-

Headquarters Shared Cost

<ul style="list-style-type: none"> ◆ Durham Emergency Management Office's share of costs related to the operation and maintenance of Regional Headquarters. 	
	6
	6
Total Program Changes	6



2019 Business Plan

Emergency 9-1-1 Telephone System

Major Services & Activities

Emergency 9-1-1

- ◆ To actively promote and ensure that the residents and public in Durham Region have immediate access to all emergency services through one central number: 9-1-1.
- ◆ To ensure that adequate resources (personnel and equipment) respond to any and all emergency calls for Police, Fire and Ambulance.
- ◆ Public Safety Answering Point (PSAP) for all Emergency 9-1-1 telephone calls received from the public requesting a response from Police, Fire and/or Ambulance.
- ◆ Transfer calls to the appropriate responding emergency service (Police, Fire or Ambulance).
- ◆ To facilitate training for Emergency 9-1-1 personnel to enhance/advance their call taking skills.
- ◆ To ensure that the newest technology trends are researched and made available to the citizens of Durham Region. Text with 9-1-1 is now available in Durham Region for the Deaf, Hard of Hearing and Speech Impaired (DHHSI) Community through the Primary Safety Answering Point.
- ◆ A new IP based phone system will be implemented in 2019 as a major component towards migration to Next Generation 911 (NG911) functionality.

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

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

PROGRAM SUMMARY

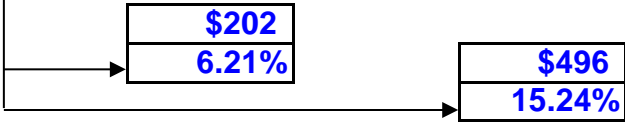


2019 Business Plan

Emergency 9-1-1 Telephone System

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Emergency 9-1-1 Telephone System	3,099	3,154	3,356	294	3,650
1 Asset Replacement Reserve	100	100	100	-	100
Operating Subtotal	3,199	3,254	3,456	294	3,750
Tangible Capital Assets:					
2 New	-	-	-	411	411
Contribution from Reserve / Reserve Fund	-	-	-	(411)	(411)
Tangible Capital Assets Subtotal	-	-	-	-	-
Net Program Expenses	3,199	3,254	3,456	294	3,750

Summary of Increase (Decrease)



Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits (DRPS cross charge)	202	Economic increases/Statutory Holiday Pay
	<u>202</u>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Emergency 9-1-1 Telephone System

(\$,000's)

Emergency 9-1-1 Telephone System

◆ Increase in Police Charge for 5 New Communicator positions (\$309k), partially offset by a decrease due to the reclassification of 2 Supervisor positions to Communicators (-\$15k). Annualized cost is \$603k.	294
◆ Increase in Tangible Capital Assets for New Computer Telephony Integration System.	411
◆ Contribution from Reserve/Reserve Fund for New Computer Telephony Integration System.	(411)
Total Program Changes	<u>294</u>

PROGRAM SUMMARY



2019 Business Plan

Non-Departmental

By Program	2018		2019		
(\$,000's)	Estimated	Restated	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
PERSONNEL RELATED:					
1 Fire Coordination	4	4	4	-	4
2 CUPE 1764 President's Wages	135	135	138	-	138
3 Worker's Compensation Reserve Fund	200	200	200	-	200
4 Sick Leave Reserve	570	570	570	-	570
5 Reward and Recognition Program	20	30	30	-	30
6 Training and Development	223	248	248	-	248
7 Employee Assistance Plan	215	215	215	-	215
8 Staff and Leadership Development	103	102	102	-	102
9 Management/Exempt Salary Review	-	22	22	-	22
10 Applicant Tracking Software	56	48	48	-	48
11 Corporate Functions/Events	111	115	115	(5)	110
12 Health, Safety and Wellness	105	125	90	20	110
13 Return to Work Program	7	17	17	-	17
14 AMO OMERS Support Funding	27	27	27	-	27
15 Labour Negotiations	47	12	12	-	12
16 Employee Committee	26	25	25	-	25
Total Personnel Related	1,849	1,895	1,863	15	1,878
COMMUNICATION & SUPPLIES:					
17 Regional Materials and Supplies	6	25	25	(25)	-
Total Communication & Supplies	6	25	25	(25)	-

PROGRAM SUMMARY



2019 Business Plan

Non-Departmental

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
PURCHASE OF SPECIAL SERVICES:	\$	\$	\$	\$	\$
18 Official Plan Review	460	460	460	37	497
19 Regional Asset Management Audits and Software	269	269	269	-	269
20 Business Continuity	257	257	257	-	257
21 Regional Chair's/CAO's Consulting Group Fees	7	8	8	-	8
22 Integrity Commissioner and Municipal Ombudsman	16	43	43	30	73
23 Toronto Global	206	206	206	-	206
24 Electronic DC Application Phase II	110	110	110	-	110
25 Victim Services Partnership Pilot	-	-	-	100	100
26 Pickering Airport Strategy	45	45	30	-	30
27 Affordable and Seniors' Housing Task Force	75	75	-	-	-
Total Purchase of Special Services	1,445	1,473	1,383	167	1,550

PROGRAM SUMMARY



2019 Business Plan

Non-Departmental

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
OTHER:					
28 Working Capital Contingencies	1,805	1,805	1,805	-	1,805
29 Debt Issuance Expense	18	38	38	-	38
30 Insurance	110	110	114	-	114
31 Financial and Human Capital Management Systems	350	350	350	-	350
32 Enterprise Maintenance Management	990	990	990	-	990
33 Zylmage	2	73	73	-	73
34 Development Tracking System	400	400	-	900	900
35 Seaton Project Management	103	103	103	-	103
36 Employment Survey	116	116	116	2	118
37 Conference Board of Canada	-	9	9	-	9
38 Ontario Cannabis Legalization Implementation Fund	-	-	-	-	-
39 Broadband Strategy	-	-	-	153	153
40 Corporate Innovation	-	-	-	50	50
41 Corporate Diversity and Inclusion Strategy	-	-	-	118	118
42 Durham Region Strategic Plan	32	55	30	125	155
43 Municipal Elections/New Council	62	164	-	-	-
Total Other	3,988	4,213	3,628	1,348	4,976
Total Program Expenses	7,288	7,606	6,899	1,505	8,404

PROGRAM SUMMARY



2019 Business Plan

Non-Departmental

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
Revenue/Recovery Programs	\$	\$	\$	\$	\$
44 Water/Sewer Inter Dept. Recovery	(5,400)	(5,400)	(5,427)	-	(5,427)
45 Customer Service Data Recovery	(369)	(369)	(369)	185	(184)
46 OW Program Delivery: Dept. Services Recovery	(900)	(900)	(900)	-	(900)
47 Paramedic Services Program Delivery: Services Recovery	(746)	(746)	(804)	-	(804)
Total Revenue Programs	(7,415)	(7,415)	(7,500)	185	(7,315)
Net Program Expenses	(127)	191	(601)	1,690	1,089
Summary of Increase (Decrease)			(\$792)		\$898
			-414.66%		470.16%

Summary of Base Budget Changes

	\$	Comments
Operating Expenses	7	Economic and inflationary increases
Durham Region Strategic Plan	(25)	Remove one-time item
Health, Safety and Wellness	(35)	Remove one-time item
Municipal Elections / New Council	(164)	Remove one-time item
Pickering Airport Strategy	(15)	Remove one-time item
Affordable and Seniors' Housing Task Force	(75)	Reallocated to Social Services
Development Tracking System	(400)	Remove one-time item
Water/Sewer Recovery	(27)	Inflationary increases
Paramedic Services Program Delivery	(58)	Inflationary increases
	(792)	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Non-Departmental

(\$,000's)

Staff and Leadership Development

- ◆ One-time funding for the acquisition and implementation (\$460k) and ongoing-licensing fees (\$52k) for electronic Performance Management Software (e-Performance). The cost of this project is being funded from capital reserves. -

-

Corporate Functions/Events

- ◆ Decrease in Ceremonies costs due to changes to Long-Term Service and Retirement function. (5)

(5)

Health, Safety and Wellness

- ◆ One-time increase in Professional Services required to complete the third of a three year project: funding will be utilized to retain external consulting services to assist with strengthening the Region's Occupational Health & Safety hazard and risk assessment, compliance auditing, accountability and measurement system related to Occupational Health & Safety Act legislation requirements. 20

20

Regional Materials and Supplies

- ◆ Decrease in Promotional Items based on forecasted requirements. (25)

(25)

Official Plan Review

- ◆ Increase in Communications and Printing based on forecasted requirements. 40
- ◆ Increase in Professional Services based on forecasted requirements. 130
- ◆ Development Charge Funding - Growth Management Study. (180)
- ◆ Increase in Professional services for a Municipal Comprehensive Review fiscal impact study. 150
- ◆ Contribution from Development Charges for Municipal Comprehensive Review fiscal impact study. (103)

37

Integrity Commissioner & Municipal Ombudsman

- ◆ Ongoing funding for Professional Services to support expenses incurred by the Integrity Commissioner to provide advice under the Municipal Conflict of Interest Act (MCIA) and for indemnification purposes. 30

30

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Non-Departmental

(\$,000's)

Victim Services Partnership Pilot

♦ One-time funding to raise awareness and help address and prevent Human Trafficking in Durham through education, prevention and the coordination of support services.	100
	100

Development Tracking System

♦ Increase in Professional Services for the Region's development tracking system project.	900
	900

Employment Survey

♦ Increase based on prior year actuals and forecasted requirements.	2
	2

Ontario Cannabis Legalization Implementation Fund

♦ One-time funding to educate and inform the public of the changes brought in under the various Acts impacting the Legalization of Cannabis and the subsequent changes made to the Regional Smoking By-Law (\$548k). The cost of this initiative is being funded from provincial subsidy.	-
	-

Broadband Strategy

♦ Funding to implement the Regional Broadband Strategy.	100
♦ Temporary Coordinator (6 months) to work with Internet Service Providers in an effort to take advantage of federal funding opportunities and partnerships.	53
	153

Corporate Innovation

♦ Funding to participate in pilot projects, provide training, further education/attend conferences and support the use of innovation tools.	50
	50

Corporate Diversity and Inclusion Strategy

♦ Funding for the implementation of the Corporate Diversity and Inclusion Strategy including an audit of the talent acquisition processes.	118
	118

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Non-Departmental

(\$,000's)

Durham Region Strategic Plan

- ◆ Increase in Professional, Technical and Consulting to develop a new Durham Region Strategic Plan.

125

125

Customer Service Data Recovery

- ◆ Decrease in Recovery due to phase-out of old water billing system.

185

185

Total Program Changes 1,690



2019 Business Plan

Finance

Major Services & Activities

Business Planning, Budgets and Risk Management

- ◆ Lead the annual Business Planning and Budget process, ensuring resources meet service and infrastructure requirements, linkages to Council's strategic objectives and the Durham Region Strategic Plan and effective communication and transparency to stakeholders.
- ◆ Coordinate the annual Multi-Year Economic and Financial Forecast and Ten Year Capital Plan. Set annual Budget guidelines based upon evaluation of the economic environment, legislative and regulatory changes, and long-term plans for provision of services and capital assets.
- ◆ Review and provide comment on Provincial Policy changes on property taxes including participating in the Province's Municipal Working Group.
- ◆ Prepare the annual Property Tax Study including the setting of property tax policy, classes, ratios, rates and manage all assessment related matters and reporting.
- ◆ Manage the Region's investment portfolio.
- ◆ Oversee and coordinate risk management/mitigation for the Region and members of the Durham Municipal Insurance Pool.

Financial Planning

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



2019 Business Plan

Finance

Major Services & Activities (Continued)

Purchasing and Supply and Services

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

Internal Audit, Compliance and Controls

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

Financial Services

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

Financial Business Processes and Solutions

- ◆ Provide management information services and ensure Financial applications meet user requirements of the Regional Corporation, Police Services Board and Durham Region Transit Commission.
- ◆ Research, plan and implement innovative financial business processes and solutions that enhance the delivery of financial functions for the Region.



2019 Business Plan

Finance

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

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

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

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

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

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

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

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

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

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

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



2019 Business Plan

Finance

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

Key Deliverables

Responsibility - Co-Lead

- ◆ Review and enhance business processes to ensure the best use of resources and to support innovation.
- ◆ Demonstrate effective stewardship of corporate resources through strong and stable financial management and adherence to multi-year financial planning process.
- ◆ Complete business continuity plan.

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

Key Deliverables

Responsibility - Lead

- ◆ Use and refine performance measurement tools for business planning, to identify and implement continuous improved performance and share results.

Strategic Goals

Goal	Description	Responsibility - Support
A.3	Promote and actively capitalize on opportunities to make Durham Region a premier destination that attracts and retains entrepreneurs, innovators, visitors and residents.	
A.4	Renew our commitment to enhance the economic viability of Durham's agricultural sector to advance sustainable and innovative agricultural production practices and promote food system security.	
A.5	Find new ways to work with our partners to revitalize and grow Durham Region's position as a renowned centre of technological excellence.	
B.1	Support and encourage active living and healthy lifestyles to enhance the connectivity between our communities.	
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.6	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
C.3	Ensure that Regional transportation infrastructure is functional, integrated, reliable and barrier-free to support the movement of residents to work, school and local services.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

PROGRAM SUMMARY

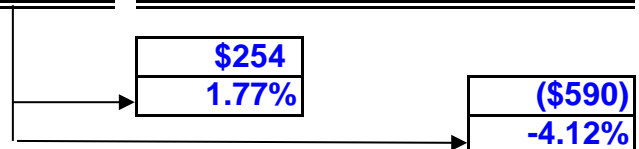


2019 Business Plan

Finance

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
<u>Expense Programs</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Change</u>	<u>Budget</u>
	\$	\$	\$	\$	\$
Operating:					
1 Business Planning, Budgets and Risk Management	1,160	1,506	1,544	4	1,548
2 Financial Planning and Purchasing and Supply and Services	3,257	3,708	3,757	(95)	3,662
3 Financial Housing Services*	978	1,003	1,013	8	1,021
4 Administration	423	357	463	(8)	455
5 Internal Audit, Compliance and Controls	77	151	158	-	158
6 Financial Services	3,981	3,920	4,019	31	4,050
7 POA - Default Fine Collections*	(43)	(33)	(30)	-	(30)
8 Financial Business Processes and Solutions	2,745	2,809	2,794	(667)	2,127
9 COMRA/PARA	85	85	100	-	100
10 Headquarters Shared Cost	547	547	494	65	559
Operating Subtotal	13,210	14,053	14,312	(662)	13,650
Tangible Capital Assets:					
11 New	12	12	-	53	53
12 Replacement	258	258	265	(185)	80
Reserve Contribution	-	-	-	(50)	(50)
Tangible Capital Asset Subtotal	270	270	265	(182)	83
Net Program Expenses	13,480	14,323	14,577	(844)	13,733

Summary of Increase (Decrease)



* Tangible Capital Assets Included on Program Detail Page

PROGRAM SUMMARY



2019 Business Plan

Finance

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	454	Economic increases
Salaries & Benefits	58	Annualization - 1 position
Operating Expenses	33	Inflationary increases
Increase in Recoveries	(161)	Economic increases
Increase in Recovery	(72)	DMIP Contribution
Operating Expenses	(53)	Headquarters shared cost
Tangible Capital Assets - New	(12)	Remove one-time items
Tangible Capital Assets - Replacement	7	Increased requirement
	<u>254</u>	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Finance

(\$,000's)

Business Planning, Budgets and Risk Management

◆ Position Transfer: One Senior Financial Analyst 2 from Administration to Budgets.	123
◆ Increase in Car Allowance based on historical actuals and planned expenditures.	4
◆ Increase in Inter-Departmental Recoveries related to Position Transfer above.	(123)
	4

Financial Planning and Purchasing and Supply and Services

◆ Decrease in Equipment Maintenance and Repairs (-\$70k), Office Materials and Supplies (-\$5k) and Hardware-Software Maintenance (-\$5k) based on 2018 actuals.	(80)
◆ Decrease in Inter-Departmental Recoveries related to expense reductions above.	80
◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.	(95)
	(95)

Financial Housing Services

◆ Decrease in Telephones based on historical actuals.	(2)
◆ Financial Housing Services' share of costs related to the operation and maintenance of Regional Headquarters.	10
	8

Administration

◆ Position Transfer: One Senior Financial Analyst 2 from Administration to Budgets.	(123)
◆ Decrease in Inter-Departmental Recoveries related to Position Transfer above.	123
◆ One-time professional and technical expertise for various finance initiatives.	100
◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.	(8)
◆ Increase in interest earned based on historical actuals and forecasted revenue.	(100)
	(8)

Financial Services

◆ Position Upgrade: Accounting Supervisor to Accounting Manager.	31
	31

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Finance

(\$,000's)

Financial Business Processes and Solutions

- ◆ Realignment of the Telecommunications and former Financial Information Management Systems divisions of Finance with Corporate Services – Information Technology, effective January 1, 2019, to gain operational efficiencies, provide opportunities for staff, and preserve critical pathways for effective provision of services.
(667)

(667)

Headquarters Shared Cost

- ◆ Finance's share of costs related to the operation and maintenance of Regional Headquarters.
65

65

Tangible Capital Assets

New (See Schedule for further details):

- ◆ Workstation
3
- ◆ Workspace Modifications
50
- ◆ Capital Reserve Contribution for Workspace Modifications above
(50)

3

Replacement:

- ◆ Items moved to Corporate Services – Information Technology as part of realignment.
(185)

(185)

Total Program Changes (844)

PROGRAM SUMMARY



2019 Business Plan

Headquarters Facility Shared Cost

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

PROGRAM SUMMARY



2019 Business Plan

Headquarters Facility Shared Cost

Detailed Cost of Program:	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
Tangible Capital Assets					
New	147	147	-	60	60
Replacement	2,792	2,792	150	501	651
Contribution from Reserve / Reserve Fund	(1,883)	(1,883)	-	(113)	(113)
Total Tangible Capital Assets	1,056	1,056	150	448	598
Debt Charges					
Debt Charges	4,594	4,594	4,594	-	4,594
Total Debt Charges	4,594	4,594	4,594	-	4,594
Revenues					
Rents	(29)	(20)	(20)	(5)	(25)
Sundry Revenue	(3)	-	-	(4)	(4)
Total Revenues	(32)	(20)	(20)	(9)	(29)
Net Program Expenses	12,079	12,587	11,385	1,485	12,870
Summary of Increase (Decrease)			(1,202)	-9.55%	283
					2.25%

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

PROGRAM SUMMARY



2019 Business Plan

Headquarters Facility Shared Cost

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	60	Economic increases
Operating Expenses	66	Inflationary increases including contracted services and insurance
Operating Expenses	(187)	Utility savings
Operating Expenses	(110)	Remove one-time items - Customer Service Strategy and Plumbing Maintenance
Major Repairs & Renovations	(125)	Remove one-time items
Tangible Capital Assets - New	(147)	Remove one-time items
Tangible Capital Assets - Replacement	(2,642)	Remove one-time items
Tangible Capital Assets - Contribution from Reserve	1,883	Remove one-time items
	(1,202)	



2019 Business Plan

Headquarters Facility Shared Cost

Detailed Cost of Program:	2018	2019		
(\$,000's)	Approved Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$
<u>Department Allocation</u>				
Chief Administrative Officer	93	84	11	95
Corporate Services:				
Human Resources	213	192	25	217
Information Technology	345	312	41	353
Legal Services	103	93	13	106
Legal Services - Provincial Offences Act (POA)	941	852	111	963
Legislative Services	109	99	13	112
Durham Emergency Management Office (DEMO)	53	48	6	54
Durham Regional Local Housing Corporation (DRLHC) - Property Management	116	105	13	118
Durham Regional Police Service	1,627	1,472	192	1,664
Durham Region Transit	69	63	8	71
Economic Development & Tourism	111	100	13	113
Finance	547	494	65	559
Financial Housing Services	88	80	10	90
Public Health	1,995	1,805	235	2,040
Planning	420	380	50	430
Regional Chair	67	60	8	68
Regional Council	193	174	23	197
Social Services:				
Children's Services	574	519	68	587
Family Services	335	303	39	342
Housing Services	123	112	14	126
Social Assistance	1,244	1,125	147	1,272
Utility Finance	315	285	37	322
Works:				
General Tax	605	548	71	619
Sanitary Sewerage System	1,050	949	124	1,073
Solid Waste Management	201	182	24	206
Water Supply System	1,050	949	124	1,073
Total Allocated	12,587	11,385	1,485	12,870

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Headquarters Facility - Shared Cost

\$ 000's

Regional Headquarters

- | | |
|---|-----|
| ♦ One time increase in Personnel expenses resulting from upcoming staff retirement. | 40 |
| ♦ One time increase in Elevator Maintenance & Repairs to purchase spare circuit boards (\$52k) and repair door seals (\$8k). | 60 |
| ♦ Major Repairs & Renovations including lighting replacements for energy savings (\$100k), flooring repairs in main lobby (\$34k), display panels for chillers (\$29k), replacement of parking garage exit signs (\$29k), parking garage accessibility operators for doors (\$17k). | 209 |
| ♦ One time increase in the Contribution to the Reserve Fund to replenish additional draw in 2018 to address the budget shortfall for the parking garage recoating project (2018-COW-130). | 637 |
| | 946 |

Call Centre Operations

- | | |
|---|-----|
| ♦ One-time increase in Professional Services to complete the next phase of the Corporate Customer Service Strategy and Implementation Plan. | 100 |
| | 100 |

Tangible Capital Assets

New

- | | |
|---|----|
| ♦ Electric vehicle charging station installation in parking garage. | 50 |
| ♦ Security cameras for elevators. | 10 |
| | 60 |

Additional Requirements: Replacement

- | | |
|---|-------|
| ♦ Elevator door operator replacements. | 101 |
| ♦ South accessible parking lot reconstruction. | 60 |
| ♦ Space Optimization and Master Accommodation Planning (Year 1 of 5). | 340 |
| | 501 |
| ♦ Contribution from Reserve for Space Optimization and Master Accommodation Planning. | (113) |

388

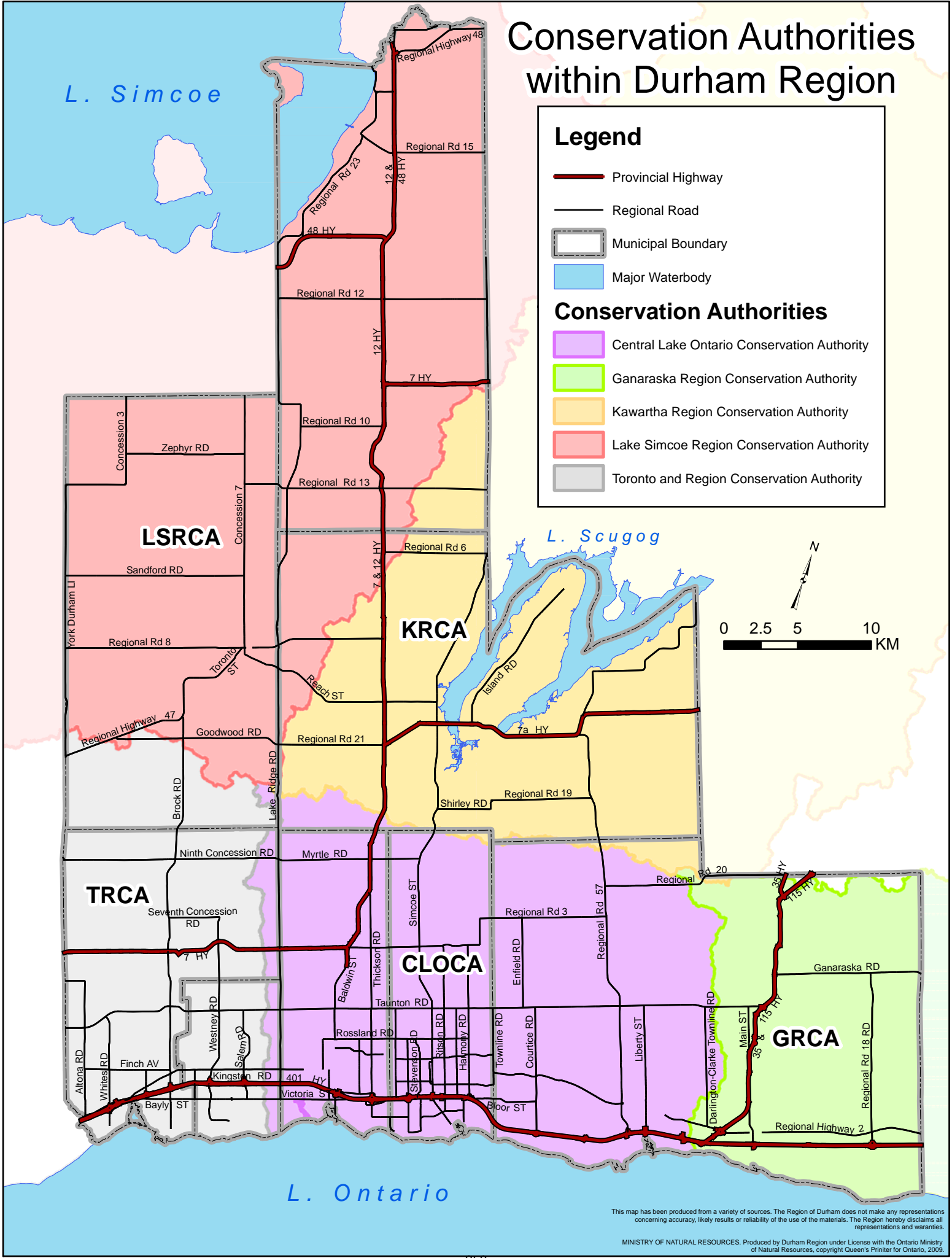
448

Revenues

- | | |
|--|-----|
| ♦ Increase in Rental Revenues related to food services lease. | (5) |
| ♦ Increase in Miscellaneous Revenues related to waste disposal contract. | (4) |
| | (9) |

Total Program Changes **1,485**

Conservation Authorities within Durham Region

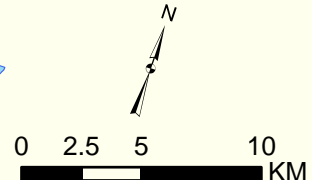


Legend

- Provincial Highway
- Regional Road
- Municipal Boundary
- Major Waterbody

Conservation Authorities

- Central Lake Ontario Conservation Authority
- Ganaraska Region Conservation Authority
- Kawartha Region Conservation Authority
- Lake Simcoe Region Conservation Authority
- Toronto and Region Conservation Authority



LSRCA

KRCA

TRCA

CLOCA

GRCA

L. Simcoe

L. Scugog

L. Ontario

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

PROGRAM SUMMARY



2019 Business Plan

Conservation Authorities

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Approved Budget
	\$	\$	\$	\$	\$
1 Operating Programs					
Central Lake Ontario	3,872	3,872	3,969	-	3,969
Kawartha	604	604	619	3	622
Ganaraska Region	458	458	469	-	469
Toronto and Region	626	626	642	-	642
Lake Simcoe Region	255	255	264	(7)	257
Operating Programs Subtotal	5,815	5,815	5,963	(4)	5,959
2 Special Benefiting Programs					
Kawartha	141	141	143	-	143
Ganaraska Region	228	228	232	-	232
Toronto and Region	813	813	825	-	825
Lake Simcoe Region	471	471	476	(2)	474
Special Benefiting Programs Subtotal	1,653	1,653	1,676	(2)	1,674

PROGRAM SUMMARY



2019 Business Plan

Conservation Authorities

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Approved Budget
	\$	\$	\$	\$	\$
3 Special One-Time Funding					
Central Lake Ontario - Watershed Plan Update	100	100	100	-	100
Central Lake Ontario - Restoration Program	-	-	150	-	150
Recovery from Land Conservation and Protection Reserve Fund	-	-	(150)	-	(150)
Central Lake Ontario - Potential Contribution to Ontoro Watermain *	-	-	84	-	84
Recovery from Land Conservation and Protection Reserve Fund *	-	-	(84)	-	(84)
Kawartha - Watershed Planning Update - Water Resources	-	-	40	-	40
Kawartha - Website Design and Implementation	-	-	9	-	9
Kawartha - Digitization of Corporate Records	-	-	10	-	10
Ganaraska - Watershed Plan Update	50	50	-	-	-
Ganaraska - Enterprise Data Management Platform	-	-	35	-	35
Toronto and Region - Emerald Ash Borer	-	-	200	-	200
Recovery from Land Conservation and Protection Reserve Fund	-	-	(200)	-	(200)
Lake Simcoe - Scanlon Creek Operations Centre Renovation Project	39	39	-	-	-
Special One-Time Funding Subtotal	189	189	194	-	194

* This contribution to CLOCA and the corresponding contribution from the reserve fund are dependant on the outcome of the petition and the construction of the watermain.

PROGRAM SUMMARY



2019 Business Plan

Conservation Authorities

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Target Budget	CVA Adjustment	Approved Budget
	\$	\$	\$	\$	\$
4 Land Management Funding					
Central Lake Ontario	85	85	85	-	85
Kawartha	15	15	15	-	15
Ganaraska Region	37	37	37	-	37
Toronto and Region	41	41	41	-	41
Lake Simcoe Region	22	22	22	-	22
Land Management Funding Subtotal	200	200	200	-	200
5 YPDT Ground Water Management					
Toronto and Region	175	175	175	-	175
YPDT Ground Water Management Subtotal	175	175	175	-	175
Net Program Expenses	8,032	8,032	8,208	(6)	8,202



2019 Business Plan

Central Lake Ontario Conservation Authority

By Program (\$,000's)	2018		2019		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Approved Budget \$
1 Operating Programs	3,872	3,872	3,969	-	3,969
3 Special One-Time Funding					
Central Lake Ontario - Watershed Plan Update	100	100	100	-	100
Central Lake Ontario - Restoration Program	-	-	150	-	150
Recovery from Land Conservation and Protection Reserve Fund	-	-	(150)	-	(150)
Central Lake Ontario - Potential Contribution to Ontoro Watermain *	-	-	84	-	84
Recovery from Land Conservation and Protection Reserve Fund *	-	-	(84)	-	(84)
Special One-Time Funding Subtotal	100	100	100	-	100
4 Land Management Funding	85	85	85	-	85
Net Program Expenses	4,057	4,057	4,154	-	4,154

* This contribution to CLOCA and the corresponding contribution from the reserve fund are dependant on the outcome of the petition and the construction of the watermain.

Central Lake Ontario Conservation

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



Figure One: Central Lake Ontario Conservation Watershed Map

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

Engineering & Watershed Flood Monitoring

We manage a flood warning program and emergency procedures and provide continuous water level monitoring for watercourses, flood forecasting and monitoring of snow conditions and groundwater conditions. We develop floodplain and groundwater mapping within the watershed.

Community Engagement

CLOCA delivers a variety of stewardship and education programs to encourage constituents of all ages and abilities to engage in actions that contribute to healthy watersheds and communities. We use a variety of communications tools to further awareness of watershed resources and ensure our corporate programs, projects, services and policies are understood by the general public.

Integrated Watershed Science & Management

We collect aquatic and terrestrial data and inventory natural resources, including groundwater, in support of management and evaluation of ecosystem function to determine trends in watershed health and implement action plans to support watershed and resource management plans.

Planning & Regulation

We provide land use planning input and review and provide administration of Conservation Authority's Fill, Construction, and Alteration to Watercourse Regulations in support of sustainable development.

Conservation Areas & Land Holdings

We undertake a range of programs aimed at improving land and water conservation within our watersheds. These programs include the acquisition and management of an estimated 2,700 hectares of public lands to protect sensitive natural resources and incorporate public access and low impact recreation opportunities.

Corporate Services

Corporate Services is an important part of the day to day operations of Central Lake Ontario Conservation. Corporate Services includes all aspects of administration including Full Authority Board meeting agendas and minutes, budget preparation and accounting, GIS and mapping, data management and sharing, IT support, general inquiries from the public and reception.

**Central Lake Ontario Conservation Authority
Durham Region Proposed 5-Year Operational Budget (2018-2023)**

OPERATIONS BUDGET	2018	2018 Forecast		2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
Base Operations	3,822,158	3,822,158	7,255,485	3,822,158	6,802,235	3,918,962	6,973,065	4,018,186	7,147,231	4,119,890	7,326,043	4,224,138	7,507,409
Children's Watershed Festival	50,000	50,000	130,950	50,000	135,000	50,000	137,600	50,000	141,200	50,000	144,600	50,000	150,000
Assessment Grow (Base)				48,402	86,715	49,612	88,883	50,852	91,105	52,124	93,383	53,427	95,718
Economic Adjustment (Base)				48,402	86,715	49,612	88,883	50,852	91,105	52,124	93,383	53,427	95,718
Adjustment of CVA Apportionment													
Special Needs													
TOTAL	3,872,158	3,872,158	7,386,435	3,968,962	7,110,665	4,068,186	7,288,431	4,169,890	7,470,641	4,274,138	7,657,409	4,380,992	7,848,845

Capital Forecast per Individual Authority

CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY

CAPITAL	2018 Budget		2019 Budget		2020 Budget		2021 Budget		2022 Budget		2023 Budget	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
Waterhshed Plan 5 Year Updates (Oak Ridges Moraine Conservation Plan)	100,000	100,000	100,000	100,000	0	0	0	0	0	0	0	0
Sub-total	100,000	100,000	100,000	100,000	0	0	0	0	0	0	0	0
Regional Land Securement	0	0	0	0	0	0	0	0	0	0	0	0
Sub-total	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Restoration Project (2019-2023)	0	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Sub-total	0	0	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Land Management Funding	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Sub-total	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000
Special Benefiting-Comprehensive CA Master Plan	0	0	40,000	40,000			0	0	0	0	0	0
Sub-total	0	0	40,000	40,000	0	0	0	0	0	0	0	0
National Disaster Mitigation Program: Corbett Creek Floodplain Mapping	0	0	25,000	100,000			0	0	0	0	0	0
Sub-total	0	0	25,000	100,000	0	0	0	0	0	0	0	0
National Disaster Mitigation Program: Flood Forecasting - Gauging Improvements	0	0	38,275	76,550	0	0	0	0	0	0	0	0
Sub-total	0	0	38,275	76,550	0	0	0	0	0	0	0	0



100 Whiting Avenue
Oshawa, Ontario
L1H 3T3
Phone (905) 579-0411
Fax (905) 579-0994

Web: www.cloca.com
Email: mail@cloca.com

Member of Conservation Ontario

December 19, 2018

CLOCA IMS: AFNB46

Mrs. Nancy Taylor
Commissioner of Finance and Treasurer
The Regional Municipality of Durham
605 Rossland Road East, PO Box 623
Whitby, ON L1N 6A3

Dear Mrs. Taylor:

Subject: 2019 CLOCA Levy Submission

CLOCA is pleased to submit its 2019 Levy Submission. CLOCA Board Members, at a meeting on November 20, 2018, considered the attached Staff Report #5612-18 and adopted the following resolution:

Auth. Res. #82/18, of November 20, 2018

*“THAT Staff Report #5612-18 be received;
THAT the 2019 Preliminary Operating Levy Submission and Special Municipal Land Management Levy Submission totalling \$4,053,960, and the Special Capital Requests for the following be approved for circulation to the Region of Durham:*

- 1. \$150,000 for the CLOCA Environmental Restoration Project*
- 2. \$100,000 for Year 2 of CLOCA Watershed Plan 5-Year Update*
- 3. \$40,000 for the Conservation Areas Master Plan*
- 4. \$25,000 for the Corbett Creek Floodplain Mapping and Drainage Study*
- 5. \$38,275 for the CLOCA Flood Forecasting System Upgrades; and*

THAT the Region is requested to provide a one-time Special Levy in the amount of \$84,472.48 to fund CLOCAs portion of the cost for a watermain on Ontoro Boulevard and Range Road in the event the CLOCA Board decides to support the petition and the petition is subsequently successful.”

CARRIED

In summary, CLOCA’s General Operating and Special Levy Submissions consist of the following:

General Operating Levy	\$3,917,710.00
General Operating Levy – Children’s Watershed Festival	\$51,250.00
Special One-time Municipal Levy – Watermain Petition	\$84,472.48
Special Municipal Levy – CA Land Management (funded from Regional Land Acquisition Reserve)	\$85,000.00
TOTAL	\$4,138,432.48

Cont’d.....2

What we do on the land is mirrored in the water



Central Lake Ontario Conservation

Mrs. Nancy Taylor, Commissioner of Finance and Treasurer
The Regional Municipality of Durham

December 19, 2018
Page 2

As referenced in the approved resolution, the one-time funding for the watermain construction at Ontoro Boulevard and Range Road is contingent upon the CLOCA Board supporting a petition for this purpose and the petition being successful. Accordingly, if the petition is not successful, the one-time Special Levy would not be required.

Special Capital Levy Requests

Five Special Capital Requests are included in the 2019 budget submission. The five capital projects are all specifically identified in CLOCA's Strategic Plan and are as follows:

1. **Environmental Restoration Project**
2. **Watershed Plan Updates (Phase 2)**
3. **Conservation Land Master Plan**
4. **Corbett Creek Floodplain Mapping Update**
5. **Flood Forecasting System Upgrades**

See attachments for details on each of the Special Capital Levy Requests.

Also attached please find a copy of CLOCA's 5-year operating and capital forecast.

With the support of the Region of Durham, CLOCA will continue to advance watershed health and through engagement, science and conservation. Please do not hesitate to contact me if you have any questions. Thank you for your continued support.

Sincerely,



Chris Darling, MCIP, RPP
Chief Administrative Officer

CD/ms

Attach:

1. Staff Report and details on Special Capital Levy Requests
2. Five Year Operating and Capital Forecasts

cc: Nicole Pincombe, Region of Durham
Don Mitchell, Chair, Central Lake Ontario Conservation Authority



REPORT

CENTRAL LAKE ONTARIO CONSERVATION AUTHORITY

DATE: November 20, 2018
FILE: AFNB46
S.R.: 5612-18
MEMO TO: Chair and Members, CLOCA Board of Directors
FROM: Rose Catulli, Director of Corporate Services
SUBJECT: **2019 Preliminary Budget and Levy Submission**

APPROVED BY C.A.O. _____

The formulation of the 2019 preliminary budget involved the consideration of the current budget, programming requirements, alignment with CLOCA's Strategic Plan priorities and actions and the anticipated budget direction guidelines from the Region of Durham. The Region of Durham has not yet released their 2019 Operating Budget Guidelines for Conservation Authorities. CLOCA's 2019 Preliminary Operating Levy Submission is an increase of 2.5% from last year and is in keeping with historic Guidelines from the Region of 2.5%.

As supported by Regional Staff, the Children's Watershed Special Municipal Levy is now included in the General Operating Levy. The Special Municipal Levy for land management expenses, established last year, continues to be Special Municipal Levy as summarized as follows:

	2019	2018
General Levy	\$3,968,960	\$3,822,155
Special Municipal Levy - Children's Watershed Festival		\$50,000
Special Municipal Levy - CA Land Management	\$85,000	\$85,000
	<u>\$4,053,960</u>	<u>\$3,957,155</u>

CLOCA's 2019 preliminary operating budget is similar to the approved 2018 budget. Variations from the 2018 budget include the following:

Revenue (Attachment 1):

We anticipate that self-generated revenue from plan review and regulation application fees will remain relatively consistent with 2017/2018. Plan review for 2019 will include significant work related to the Columbus Sub-watershed Study Phase 2 and the commencement of draft plan of subdivision applications for the Brooklin Secondary Plan Area in the Town of Whitby. Revised fee schedules for Planning and Regulation Services have been budgeted based on the recommended 4.5% increase for 2019 as recommended in S.R. 5605-18.

The 2019 Federal Grant funding is budgeted lower this year due primarily to the funds received in 2018 to complete the Canada 150 project at Heber Down CA and the McLaughlin Bay Restoration Project.

The 2019 budgeted reserve transfer of \$23,375 relates to forestry management expenditures within our conservation areas (\$15k), transfer of interest earned for the Schillings tract (-\$150) and a transfer of excess funds for the Roger's Property (-\$38,225).

Cont'd

The decrease in the budgeted Other Revenue for 2019 - \$855,100 (2018 - \$1,003,200) is attributed to the YPDT program; in 2018 the program received \$115k in additional funding from the Source Water Protection program for mapping completed by GIS contract staff and consulting services.

Cost and Expenditures (Attachment 2):

Materials & Supplies are expected to decrease during 2019 mainly due to the completion of the BioBlitz program (\$6k), McLaughlin Bay Restoration Project (\$8k), relocation of the HDCA entrance (\$14,500) and various other conservation area improvements.

Expenditures related to Services is budgeted to be lower in 2019 due to a higher number of special one-time projects being completed in 2018 including:

- Compensation/Pay Equity Review (\$30k);
- Communication campaign (\$8k) as per the strategic plan;
- Completion of the McLaughlin Bay Restoration Project (\$20k);
- Completion of the Port Darlington Shoreline Study (\$25k);
- Source Water Protection program consulting services for the YPDT program (\$80k).

Construction contracts budgeted for 2019 include a new maintenance yard lean to (\$25k) for equipment storage and a living wall (\$5k) at the Enniskillen CA and a new picnic shelter (\$50k) at the Heber Down CA.

Attachments 1 & 2 provide Revenue and Cost & Expenditure line items as well as additional information on budget variations that are over 20% from last year's budget.

Operating Budget Pressures

Starting in 2019, the Canada Pension Plan (CPP) will be gradually enhanced. From 2019 to 2023, the contribution rate for employees and employers will gradually increase by one percentage point (from 4.95% to 5.95%) on earnings between \$3,500 and the original earnings limit.

The 2019 cost of living increase for staff salaries is 1.95%.

The salary review will have budget implications once completed and approved by the Board of Directors.

Special Capital Levy Funding Submissions

Five Special Capital Levy Funding Projects are included in the 2019 budget submission to the Region. The following five capital projects are all specifically identified in CLOCAs Strategic Plan and are described in detail in the attachments:

Project	2019 Budget Submission	Details in contained Attachment #
Environmental Restoration Project	\$150,000	3
Watershed Plan Updates	\$100,000	4
Conservation Land Master Plan	\$40,000	5
Corbett Creek Floodplain Mapping Update	\$25,000	6
Flood Forecasting Stream Gauge Improvements	\$38,000	7

Cont'd

Next Steps

A final budget report will be brought forward in 2019 to the Board once CLOCA approves the 2019 fee schedule and the Region has approved the General Levy and Special Capital request.

RECOMMENDATIONS:

THAT Staff Report #5612-18 be received; and,

THAT the 2019 Preliminary Operating Levy Submission and Special Municipal Land Management Levy Submission totalling \$4,053,960, and the Special Capital Requests for the following be approved for circulation to the Region of Durham:

- 1. \$150,000 for the CLOCA Environmental Restoration Project*
- 2. \$100,000 for Year 2 of CLOCA Watershed Plan 5-Year Update*
- 3. \$40,000 for the Conservation Areas Master Plan*
- 4. \$25,000 for the Corbett Creek Floodplain Mapping and Drainage Study*
- 5. \$38,275 for the CLOCA Flood Forecasting System Upgrades*

ATTACH.

RC/bb
s:\reports\2018\sr5612_18.docx

Attachment 1

Central Lake Ontario Conservation Authority						
	2019 Budget	2018 Budget	% change	Budget Variance Note	Oct 31, 2018 Actual	2017 Actual
Revenue						
General Levy	3,968,960	3,822,155	3.84%		2,866,616	3,728,933
Municipal Special Levy	187,500	207,500	-9.64%		102,126	50,000
MNR Transfer Payment	125,000	125,000	0.00%		124,833	124,833
Other Grants Federal	7,200	37,900	-81.00%	A	79,284	226,687
Other Grants Provincial	6,000	10,200	-41.18%	B	4,000	6,196
Other Revenue	855,100	1,003,200	-14.76%	C	900,416	1,232,400
Other Grants	-	6,000	-100.00%	D	-	-
Reserve Transfer	(23,375)	(22,600)	3.43%		-	8,771
Deferred Revenue	32,000	214,495	-85.08%	E	-	50,314
Interest Earned	25,250	20,750	21.69%	F	31,857	32,856
Insurance Proceeds	-	-	0.00%		-	3,200
Administrative Services	27,500	27,000	1.85%		10,363	33,712
Maple Syrup Sales	35,000	35,000	0.00%		42,704	35,795
Merchandise Sales	14,000	13,500	3.70%		14,593	13,999
Maple syrup sales office	7,000	6,500	7.69%		5,559	6,961
Pay & Display	102,000	117,500	-13.19%		113,480	117,880
Seasons Passes	15,000	13,000	15.38%		17,976	16,855
Gate Fees	41,000	55,000	-25.45%	G	55,131	40,273
Donations	121,000	116,000	4.31%		79,583	117,792
Community Pancake sales	30,000	26,670	12.49%		38,786	30,662
Cloca Days Pancake sales	3,800	3,800	0.00%		3,796	3,973
Property Rental	58,680	58,015	1.15%		53,673	58,015
Facility Rental Fees	8,000	8,000	0.00%		19,204	18,216
Commercial Rent Signs	7,200	7,200	0.00%		7,233	7,233
Education Fees	66,000	66,000	0.00%		69,331	72,277
Maple Syrup Tours	10,000	10,000	0.00%		12,720	12,272
Map Sales	5,000	5,000	0.00%		5,905	9,190
Property Inquiry Fee	20,000	20,000	0.00%		24,260	25,010
Sandbox Demo	-	-	0.00%		1,389	400
Consulting Revenue	7,200	25,000	-71.20%	H	34,344	-
Regulations 42/06 Permit	380,000	380,000	0.00%		390,910	376,055
Plan Review Fees	785,000	785,000	0.00%		569,815	781,535
Fill Sites Large Application Fees	75,000	75,000	0.00%		-	47,880
Rental Recovery	108,650	108,650	0.00%		96,588	111,271
	7,110,665	7,386,435			5,776,476	7,401,446

Budget Variance Notes

A	Federal Grants	The 2019 Federal Grant funding is lower due primarily to the funds received in 2018 to complete the Canada 150 project at Heber Down CA and the McLaughlin Bay Restoration Project.
B	Provincial Grants	Additional Provincial Low Water Funding (\$4k) received in 2018
C	Other Revenue	In 2018, the YPDT program received \$115k in additional funding from the Source Water Protection program for mapping completed by GIS contract staff and consulting services.
D	Other Grants	\$6k was received in 2018 for the BioBlitz program
E	Deferred Revenue	Deferred Revenue for 2019 consists only of YPDT program (\$32k). 2018 Deferred Revenue consisted of the YPDT program, McLaughlin Bay Restoration, West Whitby Plan Review and head office maintenance.
F	Interest Earned	The Bank of Canada continues to raise interest rates (4 times in the last 12 months); the interest earned revenue has been increased to reflect these rate changes.
G	Gate Fees	The Purple Woods Maple Syrup Festival Gate Fees fluctuate annually based on weather conditions; a conservative approach has been adopted for the preliminary budget.
H	Consulting Revenue	Consulting Revenue can be attributed to the YPDT program; 2019 consulting revenue is expected to decrease.

Attachment 2

	2019 Budget	2018 Budget	% change	Budget Variance Note	Oct 31, 2018 Actual	2017 Actual
Cost and Expenditures						
Salaries & Wages	4,318,900	4,335,450	-0.38%		3,002,621	4,017,233
Benefits	1,103,725	1,126,700	-2.04%		808,328	1,048,086
Office Supplies	6,350	6,600	-3.79%		5,809	4,620
Future Benefit Expense	10,000	20,000	-50.00%	I	15,000	5,000
Staff Mileage	15,400	17,900	-13.97%		9,052	15,797
Administration Expense	27,500	27,000	1.85%		9,938	32,779
Course Registration	43,400	50,700	-14.40%		37,866	29,451
Members Per Diems	8,500	8,500	0.00%		3,800	7,200
ACAO Levy	32,550	31,125	4.58%		31,115	29,571
Postage	2,400	2,390	0.42%		2,071	1,918
Materials & Supplies	116,950	161,075	-27.39%	J	108,373	129,997
Publications & Subscriptions	44,895	40,745	10.19%		28,525	27,920
Printing	10,000	12,000	-16.67%		6,629	8,441
Software	51,200	58,200	-12.03%		38,221	50,345
Services	296,215	445,470	-33.51%	K	378,972	423,728
Fuel	31,700	31,700	0.00%		27,149	28,370
Promotion	1,000	1,100	-9.09%		3,012	1,525
Transportation	14,000	14,000	0.00%		-	13,877
Small Tools	3,000	3,000	0.00%		600	1,566
Water Sample Testing	37,700	27,500	37.09%	L	17,643	30,190
Uniform Purchases	7,300	5,300	37.74%	M	6,759	6,781
Telephone	15,975	15,825	0.95%		11,174	16,049
Hydro	41,650	41,650	0.00%		25,227	36,234
Alarm	3,975	3,975	0.00%		3,862	3,862
Water	4,500	4,500	0.00%		3,657	4,150
Gas	12,000	12,000	0.00%		9,930	11,377
Cellular	20,605	20,605	0.00%		12,672	18,230
Travel	22,860	30,110	-24.08%	N	17,302	27,976
Taxes	47,105	41,720	12.91%		37,585	39,394
Insurance	73,895	72,215	2.33%		72,400	69,967
Legal Fees	65,000	65,000	0.00%		68,328	65,696
Audit Fees	24,500	24,500	0.00%		22,737	22,038
Bank Service Charges	9,300	9,210	0.98%		8,220	8,863
Licence	2,000	2,000	0.00%		3,314	1,834
Land Acquisition	-	-	0.00%		29,479	-
Permit/Approval Fees	-	-	0.00%		-	550
Donation	7,400	7,200	2.78%		8,689	8,739
Payroll Processing Fees	8,275	8,300	-0.30%		5,808	8,015
Pay & Display Software Monitoring Fees	4,950	4,645	6.57%		3,704	3,340
Construction Contracts	87,500	61,300	42.74%	O	46,301	313,674
Consultant	-	-	0.00%		28,586	-
Office Services (YPDT Rent)	16,600	16,250	2.15%		16,579	16,249
Purchases for Resale (PWGWF)	10,000	10,000	0.00%		9,342	9,733
Equipment	233,815	294,325	-20.56%	P	112,315	257,737
Vehicle Purchases	50,225	49,000	2.50%		32,310	53,953
Equipment Rental	22,000	23,300	-5.58%		17,725	22,408
Vehicle Recovery	98,600	98,600	0.00%		86,054	100,714
Equipment Recovery	10,050	10,050	0.00%		10,534	10,557
Bulk for Resale (Maple Syrup)	15,200	14,700	3.40%		11,488	10,299
Pancake Group Expenses	20,000	19,000	5.26%		22,838	19,144
	7,110,665	7,386,435			5,279,640	7,075,177
Surplus(Deficit) from Operations	0	0			496,835.72	326,268

Budget Variance Notes

I	Future Benefit Expense	The YPDT program has been accruing additional funds every year to fund their post-retirement health care benefits.
J	Materials & Supplies	Materials & Supplies are expected to decrease during 2019 mainly due to the completion of the BioBlitz program (\$6k), McLaughlin Bay Restoration Project (\$8k), relocation of the HDCA entrance (\$14,500) and various other conservation area improvements.
K	Services	Special one-time projects were completed in 2018 such as the Compensation/Pay Equity Review (\$30k); communication campaign (\$8k) as per the strategic plan; completion of the McLaughlin Bay Restoration Project (\$20k); completion of the Port Darlington Shoreline Study (\$25k); the YPDT program received \$80k in additional funding from various programs including the Source Water Protection program for consulting services.
L	Water Sample Testing	The cost for water sampling is budgeted higher to reflect CLOCA's enhanced water sampling program.
M	Uniform Purchases	The Uniform budget has increased slightly to reflect inflationary pressures and additional contract staff.
N	Travel	The Travel budget has decreased to reflect actuals over the last 2 years.
O	Construction Contracts	Construction budgeted for 2019 include a new maintenance yard lean to (25k) for equipment storage and a living wall (\$5k) at the Enniskillen CA and a new picnic shelter (\$50k) at the Heber Down CA.
P	Equipment	An additional \$50k was budgeted in 2018 for the main office renovations and replacement of the main office carpeting.

Environmental Restoration Project

Introduction

CLOCA's staff have extensive knowledge about the natural features, functions and conditions of our watersheds. CLOCA works daily; monitoring, assessing and reporting on watershed conditions, and this information is regularly shared with municipalities and the broader watershed community. This knowledge underpins much of CLOCA's work significantly supporting CLOCA's on-going watershed management program, including our commitment to protecting, preserving and enhancing our watersheds. We continue to advance our watershed science and knowledge furthering our understanding of watershed health. It is this work that is vital in identifying, undertaking and achieving successful restoration and stewardship projects. To date, restoration and enhancement projects have been limited, being undertaken primarily to optimize grant funding opportunities. Unfortunately, this approach is restoration for the sake of funding; with a co-benefit being ecological restoration. To advance watershed health and combat the stressors of growth and climate change and to improve watershed health, a greater commitment to undertake restoration projects is required.

CLOCA has been reporting on watershed conditions for many years and restoration priorities have been identified. The establishment and implementation of a restoration project will fulfill a number of key strategic plan objectives and improve watershed health. The time is now to invest in a CLOCA restoration project. With committed funding for 5 years CLOCA staff can undertake priority restoration projects that will provide ecological benefit and overall watershed health. The objective of the restoration project is to actively conduct restoration and enhancement throughout the watershed in support of achieving watershed health objectives and mitigating the impacts of growth & climate change. This requires dedicated staffing resources to plan and implement restoration work and to foster long lasting partnerships with funders, agencies and landowners.

Rationale for Project

CLOCA's municipalities recognize the importance of protecting, enhancing and restoring our watershed resources as a fundamental component in which healthy and sustainable communities are achieved. This is further supported by Durham's commitment that "By 2019 Durham Region will have a healthier environment that is more resilient, adaptable and sustainable". How are we to achieve this commitment when watershed conditions in CLOCA are struggling as identified in CLOCA's 2018 Watershed Report Card where surface water quality and forest conditions ranged from very poor to fair?

CLOCA's Strategic Plan identifies that restoration efforts be directed: to protect, restore and enhance watershed health; to implement plans and actions to protect water resources; and to apply new technologies and share this knowledge with stakeholders and residents. In recent years, CLOCA has completed several reports and studies which identify and prioritize restoration and enhancement opportunities, techniques and projects. The Riparian Restoration Action Plan, the In-Stream Barrier Action Plan, the Wildlife Corridor Enhancement Plan and the Flood Risk Assessment Report are just some examples of the work that CLOCA has completed that identify and prioritize restoration actions, many of which are ready to be initiated. These reports provide the foundation on which a restoration project can be fully integrated and implemented within CLOCA's business model.

CLOCA's watersheds are stressed and with anticipated growth, landscape changes and climate change, watershed health will continue to weaken. As documented in our watershed plans (2012-2013) protecting only **existing** natural features and functions will not be enough to sustain watershed health. Work on restoring and enhancing habitats is required to improve our watersheds and to help the Region achieve a healthier and sustainable environment. Soon there will be more than ½ million people living in CLOCA's watershed and this increase in growth can result in watershed impacts which will be exacerbated by a changing climate. It is acknowledged that impacts associated with growth and a changing climate can be offset, in part, through ecological restoration and enhancement projects such as wetland enhancement, use of LIDs, improving ecological connectivity and restoration of riparian areas. Using the example of restoring riparian areas, some of the benefits for the Region, local Municipalities and watershed health are explained below.

<p>In 2016, the number of people living in CLOCA's watershed is 367,000 (2016 Census). By 2031, this will increase to 505,000.</p>
--

Vegetated riparian areas provide filtration services which help to remove contaminants; reducing the amount of pollution entering our streams and ultimately to Lake Ontario, the source of our drinking water. Reports show that a 10% increase in natural cover results in a 20% savings to water treatment costs. Natural areas also contribute to climate regulation, improving air quality, supports pollination and provides recreational and aesthetic values. These values are reported to be worth \$5414.00/hectare/year (CLOCA, 2017).

Growth will place additional pressures on our water resources, impacting the volume and quality of surface water runoff. This will be exacerbated by the increased precipitation identified in Durham's climate change modelling. Restoring riparian areas plays a significant role in mitigating high water levels associated with increased precipitation and storm events, protecting downstream properties and critical infrastructure such as roads, bridges, water and sanitary sewers from damaging floods and erosion. This is an important consideration in the Lynde Creek Watershed where the second largest flood damage centre in CLOCA is located at Hwy 401 and Lynde Creek. With new development and growth advancing further up our watersheds, green infrastructure such as restored riparian areas help to infiltrate and filter stormwater, reducing and slowing down surface water entering our creeks and assist in reducing the extent of stormwater infrastructure required to support growth.

The impacts of climate change and ongoing growth will continue to exert pressures on watershed health, and it is important that our watershed resources are managed in advance of these impacts. A restoration project with dedicated resources will enable CLOCA to conduct work which will mitigate the impacts of growth and climate change and support our municipal partners to achieve their commitments to protect, restore and enhance our watershed resources.

Recommendation

Restoration, enhancement and stewardship are an integral component of conservation work. However, improvements in watershed health through restoration and enhancement efforts have been limited and are not keeping pace with need. As CLOCA's 2018 Watershed Report Card identified, the quality of surface water and forest conditions are not good. With increased growth pressures and a changing climate, the condition of the health of our watersheds will be further challenged. Restoration services are an important tool in sustaining watershed health, protecting important municipal infrastructure, and reducing risk associated with flooding and erosion.

The restoration project will implement restoration projects, apply for funding, prepare progress reports and foster long term partnerships with watershed businesses, community organizations and landowners. With a 5- year funding commitment, CLOCA can initiate a restoration project that will have an overall ecological benefit, improve watershed health and work to mitigate the impacts of growth and climate change. An investment of \$150,000 a year (\$750,000 over 5 years) is required to secure a restoration specialist and provide for some capacity for CLOCA to offer start-up funding; often necessary to leverage additional funding. This annual investment will support the Region and CLOCA in achieving our corporate strategic objectives and will start to secure ecological gains and improve watershed health.

Investment in a 5 year restoration project at CLOCA is financially sensible, as it supports reduction of hazards and risks associated with overland flooding and erosion, offers numerous ecological benefits which improve overall watershed health including improving air quality, water quality, and habitat diversity, and will support our municipal partners in working towards achieving healthy and resilient communities. Healthy watersheds support healthy communities. The adoption of a restoration project supports municipal objectives to achieve an environment that is resilient to the stress and pressures associated with growth and climate change.

The state of CLOCA's watershed health is declining. Continued growth and the impacts of climate change on watershed resources will not improve overall conditions. CLOCA has the knowledge necessary to undertake restoration projects that will have significant ecological benefits to watershed health. The adoption of a 5-year restoration project will improve watershed conditions and mitigate the impacts of growth and climate change. CLOCA is ready to implement a restoration project and with financial support from the Region this work can get underway in 2019.

Year 2 of CLOCA Watershed Plan 5 Year Update

In 2018, CLOCA received funding from Durham Region for year one of a two-year project to update CLOCA's Watershed Plans. Work on reviewing and updating the Watershed Plans was initiated in 2018. Renewal of mapping and modelling commenced using data collected through CLOCA's Integrated Watershed Monitoring Program. Changes to numerous legislative documents which will have a role in shaping watershed planning were reviewed, and work on assessing climate change adaptation and mitigation measures is well underway. CLOCA has been pursuing a funding opportunity to establish a multi-stakeholder partnership that will undertake climate modelling, work which will inform climate change adaptation throughout the watershed and Durham Region.

In 2018 a significant amount of public and agency engagement has been conducted, including meetings with 6 local municipalities, the Region of Durham, Ministry of Natural Resources and Forestry and consultation with Indigenous and Metis groups as well as local environmental and agricultural committees. Four public information centres have been hosted and staff have attended a number of "pop-up" sessions at community locations and festivals. Other consultation tools developed include an on-line survey with approximately 80 submissions received to date and a web-based Story map. The on-line survey and Story map are important components of our engagement at the PICs. These tools are available on CLOCA's website. Also available are the fact sheets prepared for each of the 4 watersheds.

Work in 2019 will focus on completing the assessment of change within the watershed and evaluation of watershed targets, development of climate change policies and recommendations, review of the effectiveness of the implementation of watershed recommendations over the last 5 years with successes and improvements identified. Information collected during the 2018 consultation and engagement sessions will be given full consideration in the formulation of new or revised watershed plan policies and recommendations. Additional and follow-up engagement sessions may be held with interested organizations, agencies and responsible authorities. Concentrating on the recent changes (growth, climate change, new and expanded infrastructure) within the watersheds and determining impacts associated with these changes will support the Region's municipal conformity exercise.

Simultaneously working on all 4 watershed plans and utilizing existing staff resources where possible has offered considerable efficiencies. The work completed in 2018 and to be conducted in 2019 require a full-time contract position. With the Region's funding support in 2018 a full-time contract staff person was hired. Continuation of this contract is necessary to ensure the watershed plan update remains on target for completion in 2020. CLOCA is making a capital funding submission of \$100,000 in 2019 to facilitate continuation of the full-time contract position; a position necessary to undertake the work required to ensure the watershed plan updates are completed in 2020.

Conservation Lands Master Plan

CLOCA owns 2,713 ha of conservation landholdings spread strategically across our jurisdiction. These lands play an important role in the Region's greenspace network helping to sustain critical natural resources including water quantity and quality, streams, wetland, valleys, woodlands, and wildlife habitat. These resources in turn support the ecological services that the Region relies upon, including clean drinking water, clean air, habitat diversity, climate change resilience, and natural areas offering outdoor recreational opportunities enjoyed by residents.

We need to ensure that our conservation areas continue to play a vital role in the Regions greenspace network now and in the future. To achieve this, we must prepare for the pressures that growth and climate change will have on our conservation lands; ensuring that these areas can continue to provide visitors with unique experiences in nature and provide for the ecological services that are the backbone of our healthy and resilient communities.

Comprehensive reviews of CLOCA's conservation land programming are over 25 years old and no longer adequately address the significant pressures experienced today; urban growth, changing demographics, changing demands for access to nature, and climate change. Recently, urban expansion and increasing populations have placed greater pressure on the watershed's natural resources and have resulted in the number of visitors using CLOCA's Conservation Areas to increase appreciably (up to 100,000/year at some of CLOCA's conservation areas). CLOCA must be confident that our conservation landholdings can continue to protect the Region's critical natural resources and that these areas can accommodate recreational and education services that are in line with the needs of Durham Region's current and future residents. To properly assess and evaluate current and future needs, CLOCA has initiated the development of an overarching **Conservation Lands Master Plan** that will allow us to anticipate future demands on our conservation lands so that we can respond accordingly to prioritize and appropriately plan for conservation land related activities. This work will help to identify and encourage new and creative funding mechanisms to support the implementation of this Master Plan. To complete this work, CLOCA needs to conduct:

- an internal review of all conservation land related programming and services;
- a future outdoor recreation trend analysis and watershed population demographic assessment;
- a municipal greenspace and community needs assessment;
- a future conservation land needs assessment that reflects the findings from the above assessments; and
- engagement with municipal partners, stakeholders, and the public to ensure that our conservation lands planning is aligned with our broader community needs

Strategic Plan Alignment

Completion of the Conservation Lands Master Plan will directly work to address a number of very specific action items related to conservation land management that have been identified within the CLOCA Strategic Plan. In addition, the outcomes are expected to directly support and align well with many of the themes and goals outlined in the Durham Region Strategic Plan and our other municipal partner's strategic plans, including:

- healthy environment and sustainable communities;
- active, healthy, safe communities with high quality of life;
- building resiliency across the region to mitigate and adapt to climate change;
- support a diversified economy that capitalizes on opportunities to make Durham Region a premiere destination;
- improve community infrastructure (natural and built);
- develop and leverage relationships; and
- demonstrate good governance and value for the tax dollar.

Capital Funding Submission

As part of the Region's 2018 budget process, CLOCA submitted a capital funding request to support this project over 2 years (Phase 1 in 2018 for \$10,000 and Phase 2 in 2019 for \$40,000). Unfortunately, this request was not funded by Durham Region at the time. CLOCA identified this as a high priority project that could not be delayed. As such, CLOCA funded Phase 1 work by diverting \$10,000 of the revenues from conservation area parking fees; money

normally spent on direct management and operation of the conservation areas. Work conducted on the first phase of this project, which was supported by the retention of a consultant, included:

- gaining an understanding of who our current conservation area users are through public engagement, trail counters, and surveys;
- conducting a demographics assessment to better understand who will make up our future users;
- initiating an outdoor recreational needs assessment to determine what the trends are for outdoor recreation to inform future programming and infrastructure needs;
- initiating a municipal needs assessment to determine where there are synergies between CLOCA and municipal priorities when it comes to greenspace protection and outdoor recreation; and
- undertaking engagement initiatives with municipal partners, decision makers, stakeholders, active conservation area visitors, and public to ensure the final master plan reflects the views and opinions of the broader community.

Consulting services will continue to be required in 2019 so that Phase 2 of the project can be completed. Phase 2 work will:

- finalize the assessments initiated in Phase 1;
- complete all engagement requirements for the project and ensure the results of this engagement are reflected in the Master Plan;
- use the knowledge gained through the Phase 1 assessments, undertake a conservation lands needs assessment to determine what additional land holdings will be required to continue to meet the needs of residents and where there is a need to secure additional areas to ensure that Durham Regions natural areas and consequently, our watershed resources are adequately protected; and
- develop and finalize the Conservation Lands Master Plan. This plan will make recommendations on future land needs/programs/services and provide cursory budgets and timelines. In addition, recommendations will identify what improvements are needed within our conservation land programming and services to address the current and future needs of our communities and will include the anticipated cost of these improvements.

Phase 2 of the project will be undertaken in 2019 at a cost of \$40,000.

Conclusion

Protected areas in general and conservation lands provide multiple benefits across a spectrum of economic, ecological, health, socio-cultural and spiritual fields. Our conservation areas are cornerstones from which many of CLOCA's core programs are built and are considered to be the backbone of the watershed's natural greenspace system. CLOCA conservation areas contribute to healthy, active, "livable" communities that are enjoyed by Durham Region residents and attract others to our area. Conservation lands play a central role in sustaining many of Durham Region's critical natural resources, and in turn support the ecological services they provide; provide significant opportunities for the public to interact closely with nature, and to participate in outdoor recreational pursuits close to home; and support curriculum based natural science education programs that inspire our future environmental stewards.

CLOCA conservation lands are already experiencing significant pressures as a result of recent urban expansion and population growth. Population projections for Durham Region suggest that this growth will continue into the foreseeable future. CLOCA conservation land related planning documents are now outdated, and no longer provide adequate direction for the critical management decisions that need to be made by CLOCA staff now and into the future. For this reason, CLOCA has prioritized the development of an overarching **Conservation Lands Master Plan** that will inform future use and management of our conservation areas, anticipate future demands, prioritize future investments, capitalize on partnership opportunities where synergies exist, and ultimately manage our valuable assets in a wise, strategic, and sustainable manner.

CLOCA is making a \$40,000 capital funding submission to Durham Region in order to complete the Conservation Lands Master Plan project within the scheduled 2-year timeframe.

Corbett Creek Floodplain Mapping Update

Corbett Creek has two major tributaries flowing through urban industrial, commercial, and residential communities within the Town of Whitby. The Corbett Creek watershed includes a Board approved floodplain management policy, where development is permitted within the floodplain with limitations based on impacts to flooding and flood mitigation measures. The current floodplain mapping for the Corbett Creek is on 1990 base mapping with updates of the hydraulic models in 2005. Updating to current Lidar based topography and current air photo imagery will provide for improved accuracy and greater ease of use for CLOCA, development proponents, and watershed residents. The project will be a cooperative effort of CLOCA and the Town of Whitby, with the National Disaster Mitigation Program (NDMP) providing grant funding to cover 50% of the total project cost. The NDMP is a multi-year program of Public Safety Canada, recognizing the need to advance our preparedness for natural disasters. The cost of this project is \$100,000 to be funded as follows:

CLOCA	\$ 25,000
Town of Whitby	\$ 25,000
NDMP	\$ 50,000
	<u>\$ 100,000</u>

Accordingly, CLOCA is making a Special Capital Funding submission to the Region in the amount of \$25,000 for this project.

CLOCA Flood Forecasting Stream Gauge Improvements/Upgrades

CLOCA owns and operates a network of precipitation and stream flow monitoring stations throughout our watershed. These stations provide data that is used for flood forecasting and warning and is also commonly used by our municipal partners for assessing performance of urban drainage systems in post-event analysis. Many of the gauge stations are operating with equipment that has passed the normal operating lifespan, and replacement equipment is needed. New equipment has many advantages with better and more efficient operation and enhanced features. CLOCA will also modernize some of our stations to enable monitoring of water equivalent from snowfall to better enable our flood forecasting and warning program to predict snow melt and winter flood events that are becoming more common with our changing climate. The total cost of this project is \$76,550 of which half the cost would be funded by the NDMP. Accordingly, CLOCA is making a Special Capital Funding submission to the Region in the amount of \$38,275 for this project.



2019 Business Plan

Kawartha Conservation Authority

By Program (\$,000's)	2018		2019		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Approved Budget \$
1 Operating Programs	604	604	619	3	622
2 Special Benefiting Programs					
Watershed Planning	134	134	136	-	136
Watershed Specific Projects	7	7	7	-	7
Special Benefiting Programs Subtotal	141	141	143	-	143
3 Special One-Time Funding					
Kawartha - Watershed Planning Update - Water Resources	-	-	40	-	40
Kawartha - Website Design and Implementation	-	-	9	-	9
Kawartha - Digitization of Corporate Records	-	-	10	-	10
Special One-Time Funding Subtotal	-	-	59	-	59
4 Land Management Funding	15	15	15	-	15
Net Program Expenses	760	760	836	3	839



March 8, 2019

The Chair and Members of the Finance and Administration Committee
Regional Municipality of Durham
P.O. Box 623, 605 Rossland Road East
Oshawa, ON L1N 6A3

RE: Kawartha Conservation 2019 Preliminary Budget

Dear Chair and Members of the Finance and Administration Committee:

We are pleased to provide our 2019 Preliminary Budget, supported in principle by our Board of Directors, for a 30 day review period. The document outlines the conservation programs and projects proposed for delivery in 2019 in accordance with the Strategic Plan, and associated funding requirements.

The scope of operating programs has been maintained at the previous years' service levels, however, to meet our strategic goals and commitment to customer service we have included an upgrade of software and technology and an investment in talent acquisition which have placed pressure on our budget. An overall 3.39% increase in municipal levy of \$ 51,600 is required to support the operating expenditures. This is shared by the municipal partners based on apportionment percentages supplied to us by the Ministry of Natural Resources and Forestry. The apportionment percentage is based on current value assessment (CVA) information generated by MPAC. Individual municipal increases vary due to changes in the CVA apportionment year over year. Information on apportionment can be found on page 11 of the Budget document.

Our request for Operating Levy is \$637,011, which meets the Region's guidelines.

We have proposed Special Projects for the Region of Durham totalling \$ 143,000 for your consideration. This request meets the Region's guidelines.

We have submitted a Special Request for funding for Watershed Planning as a two year project at a cost of \$ 40,000 in 2019 and \$ 41,000 in 2020. The purpose of this project is to ensure that Durham Region has the most up to date information related to Water Resource Systems and Watershed Planning to assist with Municipal Conformity Review exercises. Further, as per the Planning Services Partnership Memorandum of Understanding (MOU) with Durham Region, Kawartha Conservation is responsible for providing comments and information to assist in the review and approval of development applications under the Planning Act. As a result, this will help to process Planning Act applications faster while ensuring conformity with provincial policy. We attach a synopsis of the project along with the 2019 proposed budget.

KAWARTHA CONSERVATION
277 Kenrei Road, Lindsay, ON K9V 4R1
705.328.2271 Fax 705.328.2286
KawarthaConservation.com

Our Watershed Partners:

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



Additionally, we have submitted Special Requests your support for the Website Design and Information Management projects totalling \$ 18,830. These projects implement important strategic goals to improve our customer service, embrace technology and invest in efficiencies in workflow and response times for Planning and Permitting comments. As such, our website will be updated and improved for on-line application submissions, on-line payments and improved information dissemination. The digitization of Planning records into the Information Management System is integral in expediting applications and improving customer service along with meeting our requirements under the Information & Privacy Act. We attach a synopsis of these projects for information.

Our Board of Directors will hold a weighted vote on the 2019 Preliminary Operating Budget and associated municipal levies on March 28, 2019. Special projects proceed based on municipal funding approvals.

The budget document is provided electronically in digital format. It is intended to be printed as a two sided document. While scrolling through online, you will see pages left blank. If you would prefer hard copies of the document, please contact Kate McMullen, Corporate Services Assistant, kmcmullen@kawarthaconservation.com or extension 210.

If you have any questions, or if we can provide further information, please do not hesitate to contact me at extension 215 or Wanda Stephen, Director, Corporate Services, extension 226.

Yours truly,



Mark Majchrowski
Chief Administrative Officer
Encls

cc: Ms. Nancy Taylor, Commissioner of Finance
Mr. Brian Bridgeman, Commissioner of Planning and Economic Development
Ms. N. Pincombe, Director, Business Planning, Budgets, Risk Management
Mr. Ted Smith, Chair, Kawartha Conservation

Kawartha Conservation

Kawartha Conservation is a watershed-based, non-profit organization established in 1979 by the municipalities within our watershed under the Ontario Conservation Authorities Act. We are one of 36 conservation authorities operating in Ontario and a member of Conservation Ontario.

Balancing environmental capacity and human need, we manage natural resource features that are essential for sustaining water quality and quantity, through watershed planning, stewardship, environmental monitoring and research, and management of conservation and natural areas.

Our programs and services are focused within the natural boundaries of the Kawartha watershed, which extend from Lake Scugog in the southwest and Pigeon Lake in the east, to Balsam Lake in the northwest and Crystal Lake in the northeast – a total of 2,563 square kilometres.

These natural boundaries overlap the six municipalities that govern Kawartha Conservation through representation on our Board of Directors. Our municipal partners include the Township of Scugog, the Township of Brock, the Municipality of Clarington, the City of Kawartha Lakes, the Municipality of Trent Lakes, and the Township of Cavan Monaghan.

Our Vision

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

Our Mission

To be leaders in integrated watershed management and conservation.

Our Focus

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

Our Corporate Values

Our values guide our actions, as they shape the kind of organization that we are part of. In all of our decision-making, we will:

- Act with Integrity
- Value Knowledge
- Promote Teamwork
- Achieve Performance Excellence
- Foster Innovation

Integrity: We strive to treat others with respect, fairness, honesty, patience, understanding, and trust. We respect diversity, are responsible and responsive, and committed to the health and safety of people and the environment. We care about the watershed, and about our staff, municipalities, clients, and partners, and making a positive difference.

Knowledge: We are a science and information-focused organization committed to achieving the best solutions. We facilitate continuous improvement and personal and professional growth. Focused on achieving results, we are committed to being leaders in integrated watershed management, ecosystem health, and community sustainability, and strive to achieve excellence through innovation.

Teamwork: We are committed to achieving common goals through teamwork; by collaborating, listening, and sharing information with our clients and partners, strengthening existing relationships, and building new partnerships. We participate in activities to benefit our clients, municipal colleagues, community, and watershed, and are committed to finding common solutions.

Performance Excellence: We are an accountable and financially responsible organization. We consistently present a professional image and set a good example. We communicate clearly with our staff, clients and partners.

Innovation: We are forward-thinking and visionary, while striving to develop new ways of doing business. We are committed to being leaders and innovators in watershed management, ecosystem health, and community sustainability.

What we stand for as leader

Our success, in terms of improved ecological health, will be measured by the position we take as leaders, in:

- Protecting our lakes and water resources.
- Partnering with agricultural, shoreline and urban communities to advance stewardship.
- Developing watershed science.
- Educating and sharing.
- Conserving our natural heritage.
- Improving the health, safety and vitality of our communities.
- Connect people with nature in a way that is accessible, memorable and inspiring.
- Embracing innovative technologies and creative solutions.
- Provide exemplary customer service.
- Promoting community sustainability and economic investment by supporting environmentally sound planning and development.

We promise to

- Provide exemplary customer service.
- Connect people with nature in a way that is accessible, memorable and inspiring.
- Be transparent and accountable and to make difficult decisions with integrity.
- Embrace innovative technologies and creative solutions to manage our natural resources and protect our environment.
- Promote community sustainability and economic investment by supporting environmentally sound planning and development.



City of Kawartha Lakes
1,815 km² within watershed

Municipality of Trent Lakes
237 km² within watershed

Township of Brock
36 km² within watershed

Township of Scugog
457 km² within watershed

Township of Cavan Monaghan
8 km² within watershed

Municipality of Clarington
10 km² within watershed

TOTAL 2,563 km² Within Watershed



T: 705.328.2271

277 Kenrei Road, Lindsay ON K9V 4R1

GenInfo@KawarthaConservation.com

KawarthaConservation.com



Member of



Conservation ONTARIO
Natural Champions

DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2019-2023)

Kawartha Region Conservation Authority

OPERATIONS BUDGET	2018 Actual	2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Region's Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
KAWARTHA REGION C.A.											
Base Operations Program	578,286	604,193	2,743,320	622,011	2,786,477	637,561	2,786,477	653,501	2,831,253	669,839	2,832,373
Assessment Growth (Base)	7,229	7,552	21,578	7,775	22,388	7,970	22,948	8,169	23,521	8,373	24,110
Economic Adjustment (Base)	7,229	7,552	21,578	7,775	22,388	7,970	22,948	8,169	23,521	8,373	24,110
Adjustment of CVA Apportionment	3,164	2,714	-	-	-	-	-	-	-	-	-
Board approved	8,285										
SUB-TOTAL	604,193	622,011	2,786,476	637,561	2,831,253	653,501	2,832,373	669,839	2,878,295	686,585	2,880,593
Land Management Expenditures	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Requested Funding	619,193	637,011	2,801,476	652,561	2,846,253	668,501	2,847,373	684,839	2,893,295	701,585	2,895,593

**KAWARTHA REGION CONSERVATION AUTHORITY
SPECIAL PROJECTS**

SPECIAL BENEFITING PROJECTS		2018 Budget		2019 Budget		2020 Budget		2021 Budget		2022 Budget		2023 Budget	
		Region's Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	
PROTECTION	Watershed Planning/Sub Watershed Planning												
	Watershed Planning Implementation	133,900	135,900	150,000	137,900	152,300	140,000	154,600	142,100	156,900	144,200	159,300	
	Sub-total	133,900	135,900	150,000	137,900	152,300	140,000	154,600	142,100	156,900	144,200	159,300	
	Aquatic Resource Management Plans Fisheries Management Plans												
		-	-	-	-	-	-	-	-	-	-	-	-
	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
	Groundwater Management												
		-	-	-	-	-	-	-	-	-	-	-	-
	Sub-total	-	-	-	-	-	-	-	-	-	-	-	-
	Watershed Monitoring												
	-	-	-	-	-	-	-	-	-	-	-	-	
Sub-total	-	-	-	-	-	-	-	-	-	-	-	-	
Climate Change													
	-	-	-	-	-	-	-	-	-	-	-	-	
Sub-total	-	-	-	-	-	-	-	-	-	-	-	-	
Watershed Specific Projects/Studies													
Website design and implementation	1,748	7,100	15,000	-	-	-	-	-	-	-	-	-	
Information Management	5,243	-	-	-	-	-	-	-	-	-	-	-	
Sub-total	6,991	7,100	15,000	-	-	-	-	-	-	-	-	-	
PUBLIC USE													
Conservation Area Management Plans													
	-	-	-	-	-	-	-	-	-	-	-	-	
Sub-total	-	-	-	-	-	-	-	-	-	-	-	-	
REGULATION													
Flood Forecasting/Warning													
Stream Gauge Repair/Replacement	-	-	-	-	-	-	-	-	-	-	-	-	
Sub-total	-	-	-	-	-	-	-	-	-	-	-	-	
Natural Hazard Mapping													
	-	-	-	-	-	-	-	-	-	-	-	-	
Sub-total	-	-	-	-	-	-	-	-	-	-	-	-	
Guideline Compliant Capital Funding Request	140,891	143,000	165,000	137,900	152,300	140,000	154,600	142,100	156,900	144,200	159,300		

Additional Capital Funding Request

Watershed Planning Update- Water Resources	-	40,000	40,000	41,000	41,000	-	-	-	-	-	-
Board Approved:											
Website design and implementation (additional)	-	8,706	30,000	7,025	20,000	-	-	-	-	-	-
Information Management (additional)	-	10,124	15,000	10,000	15,000	5,000	15,000	5,000	15,000	5,000	15,000
Sub-total	-	58,830	70,000	58,025	76,000	5,000	15,000	5,000	15,000	5,000	15,000

Total Capital Funding Requests

140,891	201,830	235,000	195,925	228,300	145,000	169,600	147,100	171,900	149,200	174,300
----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------

Proposed Special Benefiting Project

Watershed Planning 2019

In 2017, the Growth Plan for the Greater Golden Horseshoe and Greenbelt Plan were updated and contain several policies that are of mutual interest to Durham Region and Kawartha Conservation, for example those related to the management of water resources. The purpose of this project is to ensure that Durham Region has the most up to date information related to Water Resource Systems and Watershed Planning to assist with Municipal Conformity Review exercises. Further, as per the Planning Services Partnership Memorandum of Understanding (MOU) with Durham Region, Kawartha Conservation is responsible for providing comments and information to assist in the review and approval of development applications under the Planning Act. As a result, this will help to process Planning Act applications faster while ensuring conformity with provincial policy.

- Undertake a thorough review of existing Watershed Plans (specifically Oak Ridges Moraine, Cawker's Creek, and Lake Scugog), to identify deficiencies and recommend updates within the context of Provincial Policy and municipal planning conformity.
- Compile, map, and report on existing information and new information with respect to the Water Resources System, specifically:
 - Key Hydrologic Features (including: permanent streams, intermittent streams, inland lakes and their littoral areas, seepage areas and springs, and wetlands); and,
 - Key Hydrologic Areas, including: significant groundwater recharge areas, highly vulnerable aquifers, and significant surface water contribution areas.

KAWARTHA CONSERVATION
2019 Preliminary Special Project Budget
SPECIAL BENEFITING PROJECTS

Draft

Region of Durham	Budget	Budget
WATERSHED PLANNING	2018	2019
Sources of Revenue		
Special project funding, Region of Durham	\$ -	\$ 40,000
Expenditures		
Direct labour	-	\$ 17,800
In-house expertise	-	14,200
Supplies & professional fees	-	1,400
Travel	-	3,000
Project administration fee	-	3,600
	\$ -	\$ 40,000

General Benefitting Projects

Website Redesign

This project will allow Kawartha Conservation to initiate municipal, community and staff consultation to build the framework for a new user-friendly corporate website with two priority focuses:

- Enable customers to quickly, easily and efficiently find the information they need, and utilize online services provided with a particular aim to improve planning and permitting services.
- Promote our conservation areas and natural areas as an economic development and tourism initiative to support the overall tourism and development initiatives of our municipal partners.

Digitization of Corporate Records

This project will focus on digitizing all corporate records over the next five year period. In conjunction with our Information Management System the digitization of these hard copy files will help contribute to faster processing of planning applications and can provide both parties with instant copies of important documents. As technology improves more and more companies are moving to paperless offices to preserve these documents. Benefits of shifting to digitized documents will allow for easy storage, retrieval, updating and improved access and transport of information.

The digitization of corporate records is projected to be an ongoing project to transfer our paper files to a digital format for the next five years.

Proposed 2019 General Benefiting Projects

General benefiting projects are those projects are those projects considered to be watershed-wide and benefiting all municipalities.

	2019 Municipal Levy	2019 Total Project Cost
Drinking Water Source Protection Plan	-	\$ 66,000
Website design and update	\$ 45,000	\$ 45,000
Digitization of Corporate Records	\$ 15,000	\$ 15,000
Total Contributions	\$ 60,000	\$ 126,000



2019 Business Plan

Ganaraska Region Conservation Authority

By Program (\$,000's)	2018		2019		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Approved Budget \$
1 Operating Programs	458	458	469	-	469
2 Special Benefiting Programs					
Watershed Planning	30	30	30	-	30
Aquatic Resources/Fisheries	13	13	15	-	15
Groundwater Management	33	33	34	-	34
Watershed Monitoring	38	38	38	-	38
Natural Heritage Mapping	51	51	51	-	51
Natural Hazard Mapping	15	15	15	-	15
Watershed Specific Projects	48	48	49	-	49
Special Benefiting Programs Subtotal	228	228	232	-	232
3 Special One-Time Funding					
Ganaraska - Watershed Plan Update	50	50	-	-	-
Ganaraska - Enterprise Data Management Platform	-	-	35	-	35
Special One-Time Funding Subtotal	50	50	35	-	35
4 Land Management Funding	37	37	37	-	37
Net Program Expenses	773	773	773	-	773



**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

February 20, 2019

Ms. Nancy Taylor, BBA, CPA, CA
Commissioner of Finance
Regional Municipality of Durham
605 Rossland Road East - PO Box 623
Whitby, ON L1N 6A3

Dear Ms. Taylor:

Re: 2019 Operating and Special Projects Budget

Please find the attached Ganaraska Region Conservation Authority (GRCA) 2019 Operating and Special Projects Budget requests for funding from the Regional Municipality of Durham. In keeping with the Regional Municipality of Durham's funding guidelines, the operations budget is based on a 2.5% increase and a 1.5% increase in the special projects budget. The apportionment figures for 2019 were not available at the time of preparing the municipal levy requires and have not been included in the submission.

The Ganaraska Region Conservation Authority has included an additional funding request for an initial creation of an Enterprise Data Management Platform in the amount of \$35,376.00. The GRCA is initiating the creation of an Enterprise Data Management Platform. The first phase will include a review and needs assessment of current data (scientific and business) collection and storage requirements of each department within the GRCA. From an Information and Technology perspective this includes data backup, recovery and security.

Each GRCA departmental need will be defined in terms of required data input methodologies, including desktop and mobile access; required data analysis tools and approaches; desired data output products including internal/partner and publically accessible viewers, materials and reports.

The need for this platform is to streamline the GRCA's data collection, analysis and reporting activities for the benefit of all end users.

Your consideration of our request is appreciated. Should you have any questions or require further information on the special funding request, please do not hesitate to contact the undersigned.

Sincerely



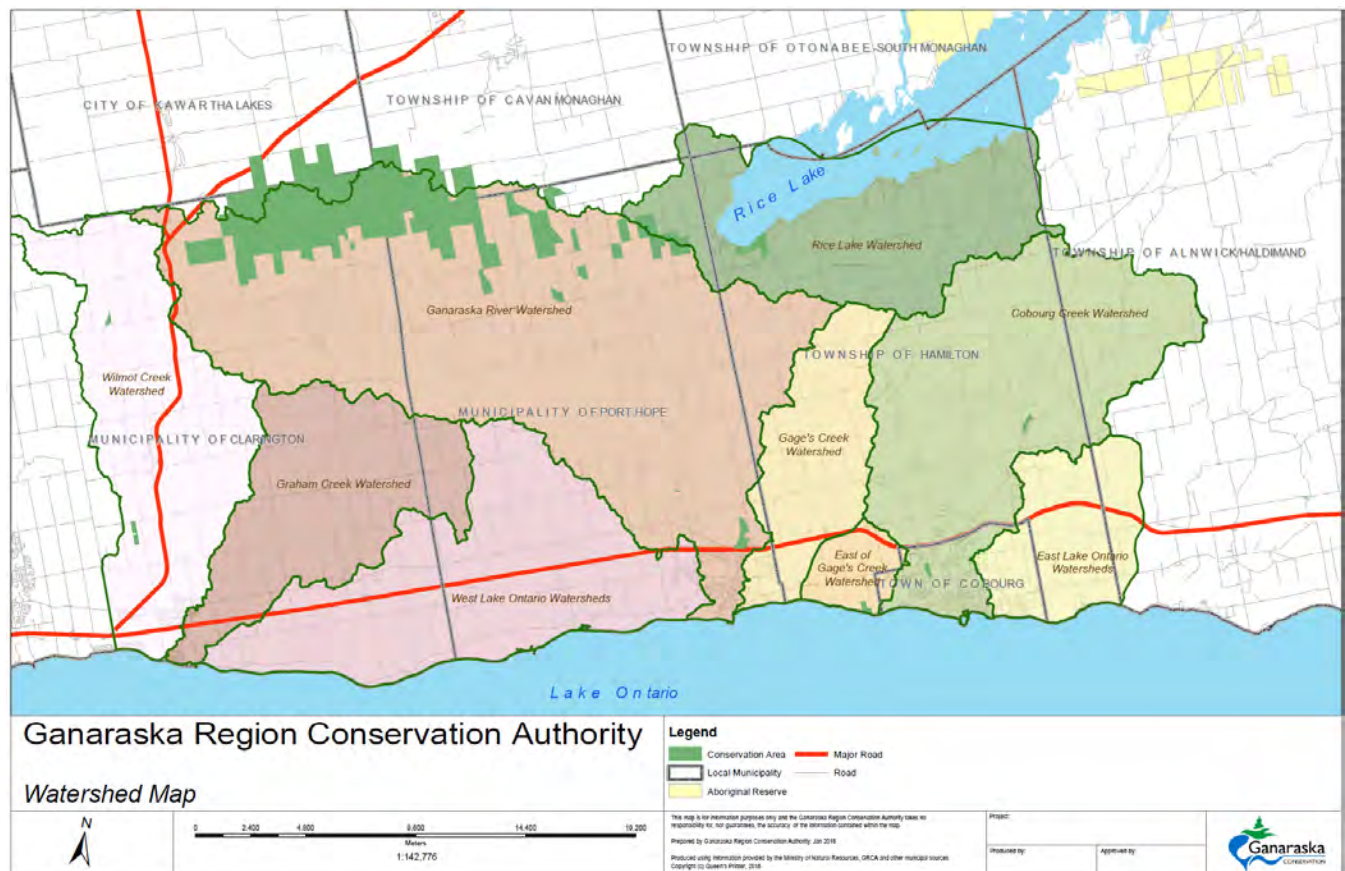
Linda J. Laliberte, CPA, CGA
CAO/Secretary-Treasurer

c.c. Nicole Pincombe, Director, Business Planning, Budgets, and Risk Management
Dana Howes, Senior Economic Analyst II

Ganaraska Region Conservation Authority

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

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



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

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

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

**GANARASKA REGION CONSERVATION AUTHORITY
DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2019-2023)**

OPERATIONS BUDGET	2018	2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
Base Operations	436,927	457,825	935,447	469,271	958,833	481,003	982,803	493,029	1,007,373	505,355	1,032,557
Assessment Grow (Base)	5,462	5,723	11,693	5,866	11,985	6,013	12,285	6,163	12,592	6,317	12,907
Economic Adjustment	5,462	5,723	11,693	5,866	11,985	6,013	12,285	6,163	12,592	6,317	12,907
Adjustment of CVA Apportionment	9,974										
TOTAL	457,825	469,271	958,833	481,003	982,803	493,029	1,007,373	505,355	1,032,557	517,989	1,058,371

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

SPECIAL PROGRAMS/PROJECTS		2018 Budget		2019 Budget		2020 Budget		2021 Budget		2022 Budget		2023 Budget		
		Project or Ongoing	Region's Cost	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
PROTECTION	Watershed Planning/Sub Watershed Planning													
	Port Granby/Bouchette Creek Watershed Plan	Project	30,000	30,000	30,000	60,000	30,000	60,000	30,000	60,000	35,000	70,000	35,000	70,000
	Climate Change Strategy/Adaptation													
	Watershed Plan Update													
	Sub-total		30,000	30,000	30,000	60,000	30,000	60,000	60,000	120,000	65,000	130,000	65,000	130,000
	Aquatic Resource Management Plans/Fisheries Management Plans													
	Annual Watershed Report Cards & Updates	Project	13,000	13,000	15,000	30,000	15,000	30,000	15,000	50,000	15,000	50,000	15,000	50,000
	Fisheries Management Plan Update													
	Sub-total		13,000	13,000	15,000	30,000	35,000	50,000	35,000	70,000	40,000	75,000	40,000	75,000
	Groundwater Management													
		33,000	33,000	34,423	68,000	35,000	70,000	40,000	80,000	45,000	90,000	50,000	100,000	
Sub-total		33,000	33,000	34,423	68,000	35,000	70,000	40,000	80,000	45,000	90,000	50,000	100,000	
Watershed Monitoring														
	Ongoing	37,500	37,500	37,500	75,000	40,000	89,000	43,000	95,000	45,000	100,000	48,000	110,000	
Sub-total		37,500	37,500	37,500	75,000	40,000	89,000	43,000	95,000	45,000	100,000	48,000	110,000	
Natural Heritage Mapping														
	Ongoing	51,000	51,000	51,000	51,000	53,000	89,000	55,000	90,000	57,000	93,000	59,000	95,000	
	Project	-	-	-	-	20,000	60,000	20,000	60,000					
Sub-total		51,000	51,000	51,000	51,000	73,000	149,000	75,000	150,000	57,000	93,000	59,000	95,000	
Watershed Specific Projects/ Studies														
	Ongoing	46,000	46,000	46,000	92,000	46,000	87,000	48,000	89,000	48,000	89,000	50,000	100,000	
	Ongoing	2,500	2,500	2,500	2,500	3,000	31,000	3,000	31,000	4,000	34,000	4,000	34,000	
										25,000	50,000	25,000	50,000	
Sub-total		48,500	48,500	48,500	94,500	49,000	118,000	51,000	120,000	77,000	173,000	79,000	184,000	
PUBLIC USE	Conservation Area Management Plans													
	Gararaska Forest Management Plan													
Sub-total		-	-	-	-	-	-	-	-	-	-	-	-	
REGULATION	Flood Forecasting/Warning													
	Stream Gauge Replacement	Project	-	-	-	-	-	-	-	6,000	8,000	6,000	8,000	
	Sub-total		-	-	-	-	-	-	-	6,000	8,000	6,000	8,000	
	Natural Hazard Mapping													
	Clarington Floodline Update - NDMP Partner	Project	15,232	15,232	15,232	37,000	30,000	60,000	30,000	60,000	30,000	60,000	30,000	60,000
	Generic Regulation Policy and Mapping	Project	-	-	-	-	32,000	70,000	35,000	70,000	35,000	70,000	-	-
	Lake Ontario Shoreline Erosion/Fid Mapping	Project	-	-	-	-	15,000	30,000	-	-	-	-	-	-
Update Hazard Policies & Procedures	Project	-	-	-	-	-	-	-	-	16,000	16,000	16,000	16,000	
Sub-total		15,232	15,232	15,232	37,000	77,000	160,000	65,000	130,000	81,000	146,000	46,000	76,000	
TOTAL CAPITAL		228,232	228,232	231,655	415,500	339,000	696,000	369,000	765,000	416,000	815,000	393,000	778,000	
Oak Ridges Moraine Conservation Plan & Gap Filling														
		-	-	-	-	-	-	-	-	-	-	-	-	
Sub-total		-	-	-	-	-	-	-	-	-	-	-	-	
Special Funding Requests														
Watershed Plan Update - Climate Change	Project	50,000	50,000											
Lake Ontario Shoreline Mgmt Plan Update	Project	25,000	25,000											
Enterprise Data Management Platform	Project			35,376	35,376									
Sub-total		75,000	75,000	35,376	35,376	-	-	-	-	-	-	-	-	
Regional Land Securement														
		37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	
Sub-total		37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	



2019 Business Plan

Toronto and Region Conservation Authority

By Program (\$,000's)	2018		2019		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Approved Budget \$
1 Operating Programs	626	626	642	-	642
2 Special Benefiting Programs					
Administrative Office Building	42	42	42	-	42
Watershed Planning	107	107	107	-	107
Aquatic Resources/Fisheries	68	68	68	-	68
Watershed Monitoring	206	206	206	-	206
Natural Heritage Mapping	120	120	120	-	120
Flood Forecasting/Warning	55	55	55	-	55
Natural Hazard Mapping	20	20	31	-	31
Watershed Specific Projects	195	195	196	-	196
Special Benefiting Programs Subtotal	813	813	825	-	825
3 Special One-Time Funding					
Toronto and Region - Emerald Ash Borer	-	-	200	-	200
Recovery from Land Conservation and Protection Reserve Fund	-	-	(200)	-	(200)
Special One-Time Funding Subtotal	-	-	-	-	-
4 Land Management Funding	41	41	41	-	41
5 YPDT Ground Water Management	175	175	175	-	175
Net Program Expenses	1,655	1,655	1,683	-	1,683

Chief Executive Officer



March 11, 2019

Nancy Taylor
Commissioner of Finance/Treasurer
Regional Municipality of Durham
P.O. Box 623
605 Rossland Road East Whitby, ON L1N 6A3

Dear Ms. Taylor,

Re: Toronto and Region Conservation Authority 2019 – 2023 Budget Request and Summary of Additional Special Project Support Including Notice of Regarding Scaling Down of the Emerald Ash Borer Program

Toronto and Region Conservation Authority (TRCA) is pleased to provide the budget submission covering the period 2019 to 2023. The general benefiting operating levy request for 2019 and for subsequent years is 2.5%, impacted mostly by cost of living inflationary pressures. TRCA's 2019 operating budget will amount to approximately \$49 million. Durham's 2019 share of TRCA's operating budget, as represented by the general levy, is \$581,850. This amount is included within the Region's operating allocation to TRCA, at \$642,350 which includes \$60,500 of CVA funded programs.

TRCA was able to make reductions to meet the 1.5% envelope for Special Benefitting Programs for 2019, and will continue to work with Durham Region staff to offset costs in the interim. TRCA will work with the Region in creating a 2020 budget that is sustainable and realistic, and will address the additional core requirements needed to continue to deliver key services at a similar standard.

Excluding the Groundwater Management Project, TRCA's 2019 request for Special Benefitting Programs funding amounts to \$782,300, an increase of \$11,700 or 1.5% over 2018. While the annual funding from Durham Region helps TRCA to meet our regulatory requirements, there are still unfunded priorities which align with Durham's Strategic Plan (2015) and help to meet our mutual goals. TRCA will continue to work with Durham Region staff to offset additional costs over and above the current funding envelope with the intention of creating a sustainable funding plan for 2020 that will continue to support the delivery of key services and priorities across the Region.

Special Funding Request - National Disaster Mitigation Program

A direct benefit of the relationship between TRCA and Durham Region is the recent collaboration to advance key priorities by developing an application to secure funding through the National Disaster and Mitigation Program (NDMP) to undertake critical studies to improve both flood infrastructure and flood plain mapping in the Region. In 2015, the federal government established the NDMP, which allocates \$200 million over five years toward initiatives aimed at reducing the

impacts of natural disasters, specifically flooding. Investments will focus on significant, recurring flood risk and costs, and advance work to facilitate private residential insurance for overland flooding. Projects are selected for funding through a competitive, merit-based process at the federal level, and are also prioritized by the Ontario Ministry of Municipal Affairs and Housing. Allocated on a cost-sharing basis, proponents of funded projects must contribute a minimum of 50% of project costs from existing or confirmed funding. TRCA has submitted a proposal under this program for \$800,000 to implement priority projects in Durham Region.

With the Region's letter of support for this project, with Regional funding of \$400,000 subject to council review and approval, TRCA is able to meet the proposed water risk management work plan which will modernize TRCA's floodplain mapping and modelling products in Durham Region, and will further aid in the development of a restoration strategy for existing flood control infrastructure in the Region.

Unfunded Priority - Emerald Ash Borer

The introduction of Emerald Ash Borer (EAB), an invasive insect which kills native ash trees, is threatening the health of TRCA's and the Region's forests, and creating a significant impact to public safety and private property. Beginning in 2017, TRCA agreed to spend ahead of receipt of Durham funding with a prioritized tree abatement program. The severity of the condition of the hazard trees was in worse condition than originally expected and resulted in the removal of 2,455 trees. In 2018, this number rose by 65% to a total of 3,761 trees removed. The deficit to date is \$632,407. The cost to managing hazards in 2019-2021 will continue and will result in a total 5-year shortfall of over \$1,700,000. TRCA has communicated to Durham Region staff the difficulty in continuing to carry the deficit without ongoing additional support from the Region. Understanding that the Region is not supportive at this time of providing additional financial support for the EAB management program, TRCA will utilize existing 2019 funding to cover a portion of the existing deficit and will scale the program down moving forward. TRCA will continue to assess the approximately 177kms of trail it manages in Durham, and will proceed to close trails that pose a risk to the health and safety of the public.

Property Acquisitions

TRCA is appreciative of Durham Region's support for the securement of key property acquisitions in the Region. Based on the direction received from the Board to acquire this property, TRCA is currently undertaking due diligence work for the acquisition of 1855 Alton Road in Pickering. This property acquisition would add to the existing Altona Forest property owned and managed by TRCA which provides the public with access to greenspace, a network of trails, and contributes to the habitat and biodiversity of the area.

A requirement of the acquisition under the Environment and Climate Change Canada Ecological Gift Program, is that the property undergo a full restoration to return the property to its original condition. This restoration project would include the demolition of the existing buildings, removal of any impermeable surfaces from the site, and key restoration projects to enhance ecological function. A report requesting Regional funding estimated at \$187,485 for the acquisition of this property will be forthcoming. This cost is inclusive of demolition activities, restoration projects and the soft costs related to the acquisition including appraisal, legal services and phase 1 ESA. TRCA will continue to work with Durham staff to advance this funding request outside of the budget process.

Staff and I would be pleased to discuss any of these initiatives with you at your convenience. Please contact Michael Tolensky, Chief Financial and Operating Officer at mtolensky@trca.on.ca or 416-661-6600 ext. 5965.

Thank you for your continued support.

Sincerely,

A handwritten signature in black ink, appearing to be 'John MacKenzie', with a stylized flourish at the end.

John MacKenzie, M.Sc.(PI) MCIP, RPP
Chief Executive Officer

2019 - 2023 TRCA Durham Region Budget Submission Executive Summary

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

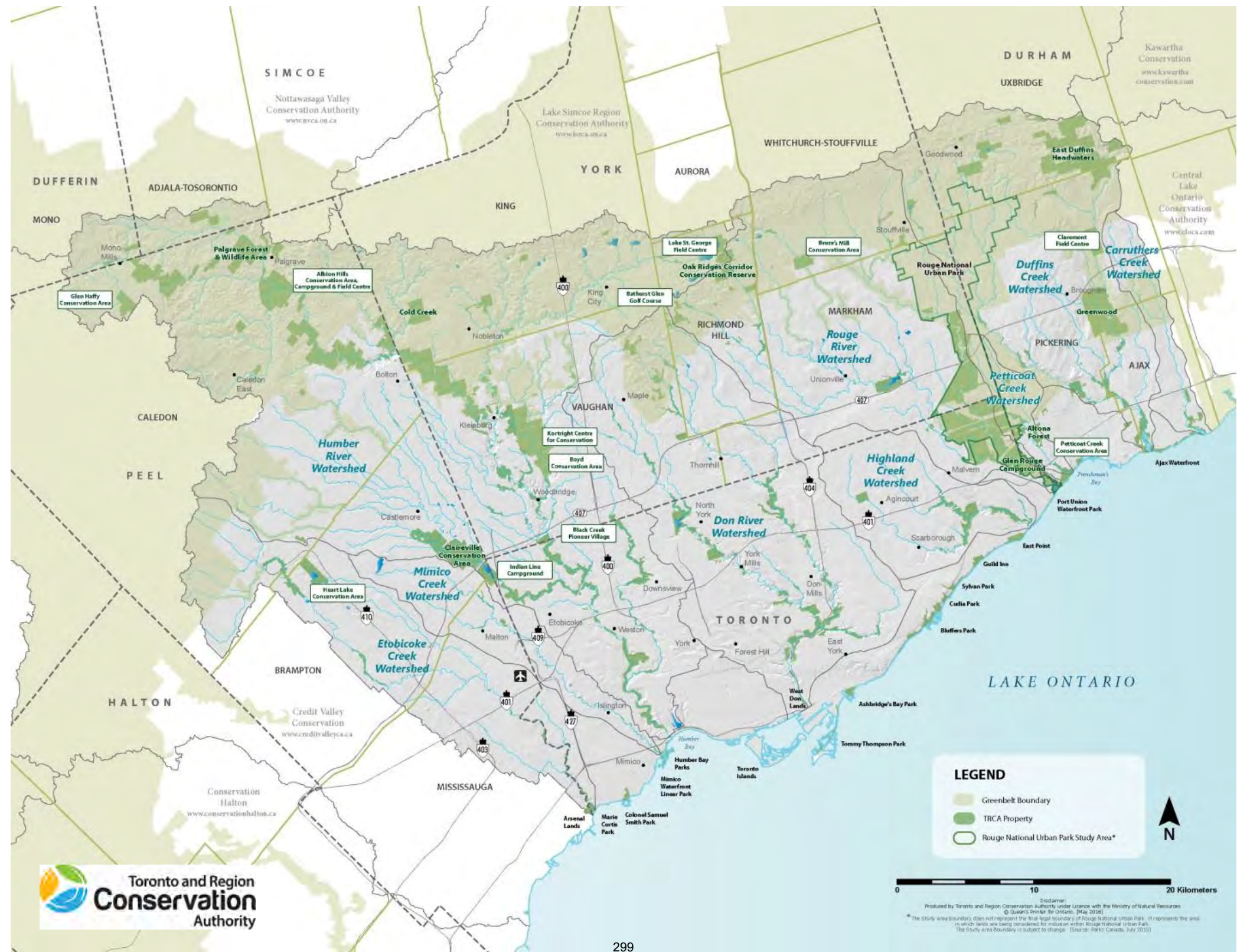
TRCA has always had a unique and challenging role as the conservation authority charged with management of the natural and water resources of Canada’s largest urban centre. Over TRCA’s five decades of existence, the scope of environmental and sustainability challenges facing the Toronto region has expanded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

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

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

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

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



SIMCOE

Nottawasaga Valley Conservation Authority
www.nvca.on.ca

Lake Simcoe Region Conservation Authority
www.lsrca.on.ca

DURHAM
UXBRIDGE

Kawartha Conservation
www.kawartha-conservation.com

DUFFERIN
MONO
ADJALA-TOSORONTIO

YORK
AURORA

WHITCHURCH-STOUFFVILLE

Central Lake Ontario Conservation Authority
www.cloca.com

Glen Haffy Conservation Area

Palgrave Forest & Wildlife Area

Albion Hills Conservation Area, Campground & Field Centre

Lake St. George Field Centre

Bruce's Mill Conservation Area

Claverton Field Centre

Carruthers Creek Watershed

Duffins Creek Watershed

Oak Ridges Corridor Conservation Reserve

Rouge National Urban Park

Bathurst Glen Golf Course

Markham

Pickering

CALEDON
PEEL

Humber River Watershed

Kortright Centre for Conservation

Boyd Conservation Area

Highland Creek Watershed

Petticoat Creek Watershed

Ajax Waterfront

Woodbridge

Don River Watershed

Glen Rouge Campground

Petticoat Creek Conservation Area

Heart Lake Conservation Area

Mimico Creek Watershed

Indian Line Campground

Black Creek Pioneer Village

Toronto

Port Union Waterfront Park

Premier's Bay

East Point

Guild Inn

Sylvan Park

Cadix Park

Bluffers Park

HALTON

BRAMPTON

Credit Valley Conservation
www.creditvalleyca.ca

Forest Hill

LAKE ONTARIO

Conservation Halton
www.conservationhalton.ca

MISSISSAUGA

Arsenal Lands

Mario Curtis Park

Colonel Samuel Smith Park

Humber Bay Parks

Mimico Waterfront Linear Park

Toronto Islands

Tommy Thompson Park

LEGEND

- Greenbelt Boundary
- TRCA Property
- Rouge National Urban Park Study Area*



Produced by Toronto and Region Conservation Authority under license with the Ministry of Natural Resources © Queen's Printer for Ontario, (May 2016)
*The Study Area Boundary does not represent the final legal boundary of Rouge National Urban Park. It represents the area in which lands are being considered for inclusion within Rouge National Urban Park. The Study Area Boundary is subject to change. (Source: Parks Canada, July 2013)

National Disaster Mitigation Program Funding Benefits for TRCA's Floodplain Management Program in Durham Region

1. National Disaster Mitigation Program

In 2015, the Federal Government established the National Disaster Mitigation Program (NDMP), which allocates \$200 million over five years toward initiatives aimed at reducing the impacts of natural disasters, specifically flooding. Investments will focus on significant, recurring flood risk and costs, and advance work to facilitate private residential insurance for overland flooding. Projects are selected for funding through a competitive, merit-based process at the federal level, and are also prioritized by the Ontario Ministry of Municipal Affairs and Housing. Allocated on a cost-sharing basis, proponents of funded projects must contribute a minimum of 50% of project costs from existing or confirmed funding.

Since the start of the NDMP program TRCA has secured over \$700,000 in federal funding for a number of projects including: floodplain mapping updates, 2-Dimensional (2D) hydraulic modelling studies, hydrology updates, flood control infrastructure assessments and an expansion to the Real Time gauge network. All of these works benefit TRCA's municipal partners ensuring high quality flood management information is used for land use and emergency management planning, and municipal infrastructure risk assessments.

Matching funds for NDMP projects are made available through TRCA's Floodline Mapping Program (account 127-90) and TRCA's Flood Infrastructure Program (account 107-03). Due to a lack of funding for Flood Management in Durham Region, TRCA has been limited to two NDMP funded projects since 2015:

1. Pickering and Ajax SPA 2D Modelling Study and Dyke Assessment, which will produce a new 2D hydraulic model for the Pickering and Ajax Special Policy Areas, approximately three updated floodplain map sheets, and a detailed geotechnical evaluation of the existing flood control dyke systems located in the area. This project has been completed including Board of Directors approval to disseminate project results to Municipal and Regional stakeholders.
2. Floodplain mapping update of the Carruthers Creek watershed, which includes the development of a 2D hydraulic model of the Lower Carruthers Creek through Pickering Beech and an updated HEC-RAS hydraulic model for upper reaches of the watershed. This project is currently in progress and will be completed in 2019 with key deliverables being the update of approximately 14 floodplain map sheets.

Initial results from the Pickering and Ajax SPA 2D Modelling Study and Dyke Assessment study have identified a number of structural deficiencies that require immediate attention in order to continue to protect the residential and commercial areas behind the dyke system from flooding.

In September of 2018 TRCA staff submitted applications to the Federal Government for the final intake of the NDMP program to undertake the following projects in Durham Region:

1. Pickering and Ajax Dyke Remediation Environmental Assessment,
2. Floodplain mapping update of the Duffins Creek watershed, and
3. Hydrology update for the Petticoat Creek watershed.

The total estimated cost to complete the above noted projects is \$800,000 of which TRCA has requested \$400,000 in additional funds outside of the 2019 budget envelope. Durham Council approved a motion to support TRCA's application to the NDMP at Committee of the Whole Meeting, February 6 and 7, 2018 through a resolution to receive staff report #2018-COW-19 which outlined TRCA's proposed work plan and budget. Should TRCA be successful in securing funding from the NDMP matching funds will need to be provided by the Region of Durham.

1.1 Business Need/Case

As a result of insufficient funding towards floodplain mapping in Durham Region, both flood plain maps and corresponding hydrology and hydraulic models are largely out of date. It is TRCA's benchmark to ensure flood plain mapping and models are updated on a 10-year cycle. This approach ensures that Municipalities are using up to date information to safeguard communities from flood risks and to ensure adequate emergency management planning for flooding.

Most flood plain mapping in Durham Region is based on topography from 1977, with the exception of some growth areas where newer information from 2008 was obtained through the land development process.

TRCA's flood hydrology and hydraulic models also vary in age from 2002 to 2012, with the majority of the watershed models not meeting TRCA's 10-year update cycle target. A current review of flood plain mapping in Durham Region has identified a need to update flood mapping and modeling for the Duffins and Petticoat Creek Watersheds.

In addition, a recent engineering assessment of the Pickering and Ajax Dyke has identified a number of significant deficiencies that requires immediate attention. In order to move forward on the recommendations from the assessment, TRCA requires additional funding to undertake an Environmental Assessment of the Pickering and Ajax Dyke. The EA will identify solutions to remediate the flood infrastructure so that it can continue to protect the public from flooding and meet land use planning commitments envisioned when the structures were originally constructed in the early 1980's. The structural deficiencies identified through the current engineering assessment are significant and require restoration works to be initiated and completed in the near future. The risk of failure associated with the structures is high considering their current condition. The number and extent of the impacts associated with a structural failure during a significant storm event would be substantial to the municipalities of Ajax and Pickering, and to Durham Region.

The total estimated cost to update flood plain mapping in Durham Region and to move forward on an EA for the Pickering and Ajax Dyke is \$800,000 of which TRCA is proposing to seek 50% from the final intake of the National Disaster Mitigation Program, therefore, \$400,000 in additional funding is required outside of the 2018 budget envelope.

1.2 Benefits to the Region of Durham and Local Municipalities

Current and up to date flood plain mapping underpin any flood management activity and is critical to protecting life and property from flooding. The Region of Durham, Town of Ajax, and the City of Pickering will benefit by having:

1. Updated flood modelling and mapping that will inform Municipal Emergency Management planning to keep the public safe from floods,
2. A set of state of the art hydrology models which will inform land development and Official Planning activities,
3. Updated floodplain maps based on high resolution LiDAR topographic information that will be used by TRCA and Municipalities to ensure new communities and development are safe from flooding, and
4. A flood infrastructure remediation plan for the Pickering Ajax Dyke system that will provide a path forward to ensure continued flood protection for the Pickering Village and Notion Road Communities in the Town of Ajax and City of Pickering.

2. Tentative Scope

TRCA staff will provide project management and coordinate technical review with Durham Region, the Town of Ajax and the City of Pickering. The scope of work for each project will vary based on project specifics and each project will include:

1. The development of a Terms of References and Requests for Proposals,
2. Procurement and the retention of consulting firms,
3. Engineering modeling, design and mapping,
4. Public consultation,
5. Project reporting, and
6. Project completion.

3. Project Deliverables

Project deliverables will be specific to each projects, however key deliverables include:

1. Updated hydrology and hydraulic modeling
2. Updated stormwater management criteria,
3. Updated floodplain maps,
4. Flood control dyke restoration plan and implementation costing, and
5. Project summary reports

4. Funding and Preliminary Budget

The following table contains a summary budget based on the planned cost components and estimated costs required for successful completion of the specific projects.

Summary Budget – List component project costs			
Project Component	Financial Contribution – Durham	Financial Contribution – NDMP	Total
Pickering and Ajax Dyke Remediation Environmental Assessment	\$250,000	\$250,000	\$500,000
Duffins Creek Floodplain Mapping Update	\$110,000	\$110,000	\$220,000
Petticoat Creek Hydrology Update	\$40,000	\$40,000	\$80,000

5. Project Team

TRCA would be the Project Proponent, and would be responsible for the development and submission of the various reports and assessments. TRCA would continue to work closely with representatives from the Region of Durham, the City of Pickering, and Town of Ajax as part of the internal Project Team and Technical Advisory Committee to ensure continue coordination on all aspects of the project. As the project team is identified, a Project Charter would be developed and agreed to by all parties.

Toronto and Region Conservation Authority
2019 Budget Submission
Region of Durham

By Program	Approved Budget	Projected Budget					2019 over 2018	2019 over 2018
	2018	2019	2020	2021	2022	2023	Change \$	Change %
General Benefiting Operating Levy	626,275	642,350	660,500	678,500	697,500	716,500	16,075	2.50%
TRCA Operating	565,775	581,850	600,000	618,000	637,000	656,000		
Land Management - EAB	41,000	41,000						
Special Benefiting Programs								
Duffins-Carruthers Watershed Plan Implementation	48,000	48,000	49,000	50,000	51,000	52,000		
Durham Stewardship Program	50,000	50,000	51,000	52,000	53,000	54,000		
Watershed Plan Development	-	-	45,000	45,000	46,000	46,000		
Watershed and Environmental Report Cards	-	-	29,000	29,000	36,000	36,000		
Climate Change - Research and Adaptation	9,000	9,000	11,000	11,000	11,000	11,000		
Watershed Planning	107,000	107,000	185,000	187,000	197,000	199,000	-	0.00%
Regional Watershed Monitoring Program	206,000	206,000	216,000	217,000	217,000	226,000		
Regional Watershed Monitoring	206,000	206,000	216,000	217,000	217,000	226,000	-	0.00%
Terrestrial Natural Heritage Implementation Program	40,000	40,000	36,000	37,000	37,000	38,000		
Terrestrial Ecosystem Science Program	19,000	19,000	35,000	36,000	36,000	36,000		
Terrestrial Natural Heritage Field Inventory Program	61,000	61,000	61,000	64,000	64,000	64,000		
Natural Heritage Mapping	120,000	120,000	132,000	137,000	137,000	138,000	-	0.00%
Flood Gauging (Flood Maintenance)	35,000	35,000	36,000	36,000	36,000	36,000		
Flood Control Infrastructure Maintenance	20,000	20,000	22,000	22,000	22,000	22,000		
Floodworks & Flood Warning System	55,000	55,000	58,000	58,000	58,000	58,000	-	0.00%
TRCA Flood Line Mapping Program	20,000	30,300	38,000	38,000	38,000	40,000		
Flood Vulnerable Areas Map Updates	20,000	30,300	38,000	38,000	38,000	40,000	10,300	33.99%
Aquatic Ecosystem Science Program	33,000	33,000	34,000	34,000	35,000	35,000		
Duffins-Carruthers Fish Management Plan Implementation	35,000	35,000	36,000	37,000	37,000	38,000		
Aquatic Resources/Fisheries	68,000	68,000	70,000	71,000	72,000	73,000	-	0.00%
Durham Watershed Trails Program	65,000	65,000	66,000	67,000	68,000	69,000		
Durham Waterfront Trails Program	30,000	30,000	30,000	32,000	32,000	32,000		
Managing Hazard Trees Program	40,600	42,000	43,000	44,000	45,000	46,000		
Watershed Specific - Trails and Hazard Trees	135,600	137,000	139,000	143,000	145,000	147,000	1,400	1.02%
Frenchman's Bay Management Plan Program	10,000	10,000	10,000	12,000	12,000	14,000		
Duffins Marsh Restoration Program	35,000	35,000	36,000	37,000	37,000	38,000		
Bioregional Seed Crop Program	14,000	14,000	14,000	14,000	14,000	14,000		
Watershed Specific - Durham Waterfront	59,000	59,000	60,000	63,000	63,000	66,000	-	0.00%
Sub-Total	770,600	782,300	898,000	914,000	927,000	947,000	11,700	1.50%
YPDT Groundwater Management	175,000	175,000	175,000	175,000	175,000	175,000		
Total net Program Costs	1,612,875	1,640,650	1,733,500	1,767,500	1,799,500	1,838,500	27,775	1.69%
Special Funding Requests								
Special - New Headquarters Facility	42,371	42,371	42,371	42,371	42,371	42,371		
Special - National Disaster Mitigation Program	-	400,000	-	-	-	-		
Unmet Needs								
Emerald Ash Borer	-	358,638	357,638	356,638	-	-		
Land Acquisition	-	187,485	-	-	-	-		
Total net Program Costs (including Enhancements)	1,655,246	2,629,144	2,133,509	2,166,509	1,841,871	1,880,871		



2019 Business Plan

Lake Simcoe Region Conservation Authority

By Program (\$,000's)	2018		2019		
	Estimated Actuals \$	Approved Budget \$	Target Budget \$	CVA Adjustment \$	Approved Budget \$
1 Operating Programs	255	255	264	(7)	257
2 Special Benefiting Programs					
Watershed Planning	78	78	63	-	63
Watershed Monitoring	41	41	43	-	43
Natural Heritage Mapping	7	7	7	-	7
Conservation Area Management Plans	28	28	28	-	28
Flood Forecasting/Warning	8	8	8	-	8
Natural Hazard Mapping	20	20	18	-	18
Watershed Specific Projects	289	289	309	(2)	307
Special Benefiting Programs Subtotal	471	471	476	(2)	474
3 Special One-Time Funding					
Lake Simcoe - Scanlon Creek Operations Centre Renovation Project	39	39	-	-	-
Special One-Time Funding Subtotal	39	39	-	-	-
4 Land Management Funding	22	22	22	-	22
Net Program Expenses	787	787	762	(9)	753



March 8, 2019

Via email only @ nancy.taylor@durham.ca

Ms. Nancy Taylor
Commissioner of Finance/Treasurer
The Regional Municipality of Durham
P.O. Box 623, 605 Rossland Road East
Whitby, ON L1N 6A3

Dear Ms. Taylor:

Re: Capital & Operations Budget 2019-2023 Lake Simcoe Region Conservation Authority

We are attaching the revised 2019 budget submission document, which is within the total Durham Region guidelines. The schedules for the five-year period for the Lake Simcoe Region Conservation Authority (LSRCA) include:

- Schedule 1 – Operations budget – includes 2019 CVA adjustment
- Schedule 2 – Special Benefitting Levy Summary
- Schedule 3 – Special Operating Levy Summary
- Schedule 4 – Special Asks Summary
- Schedule 5 – Special Benefitting Levy – Detail by Program*

LSRCA works with nine (9) municipalities throughout the Lake Simcoe watershed to fund the general levy operating budget, making it challenging to establish a budget that meets the requirements of LSRCA's Board of Directors' guidelines and accommodates all nine municipal funding partners' guidelines.

The guidelines for increases to LSRCA levies approved by the Board of Directors in May 2018 are 3.2% on LSRCA operating budget, 3.25% on the special benefitting and 1.89% on special operating. However, LSRCA's budget submission was adjusted to meet guidelines of 2.5% for operations and 1.5% for special benefitting, to come in on target. The operating budget increases by \$7,536 before the CVA adjustment (\$7,380) for final amount of \$254,415 after CVA. The special benefitting increase is \$7,067 before CVA adjustment (\$1,951) for a total of \$476,252 after CVA. The total request before CVA was for \$739,997 and \$730,666 after CVA.

Staff at LSRCA appreciate the time and guidance provided by the Durham Region staff each year as we move through the budget process.

Yours truly,

Mike Walters
Chief Administrative Officer

Attachment

Durham Region Budget Lake Simcoe Region Conservation Authority

1.0 Introduction

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

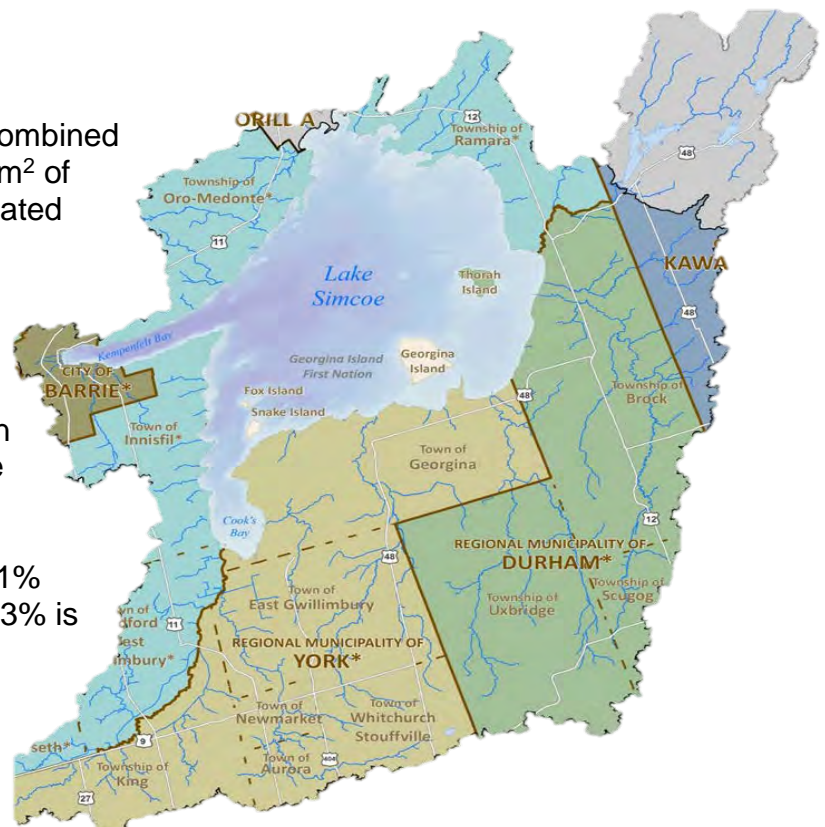
Our Vision for the watershed is a thriving environment that inspires and sustains us for generations to come. This outcome will be achieved through our mission to work with our community to protect and restore the Lake Simcoe watershed by leading research, policy and action.

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

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

2.0 Our Shared Geography

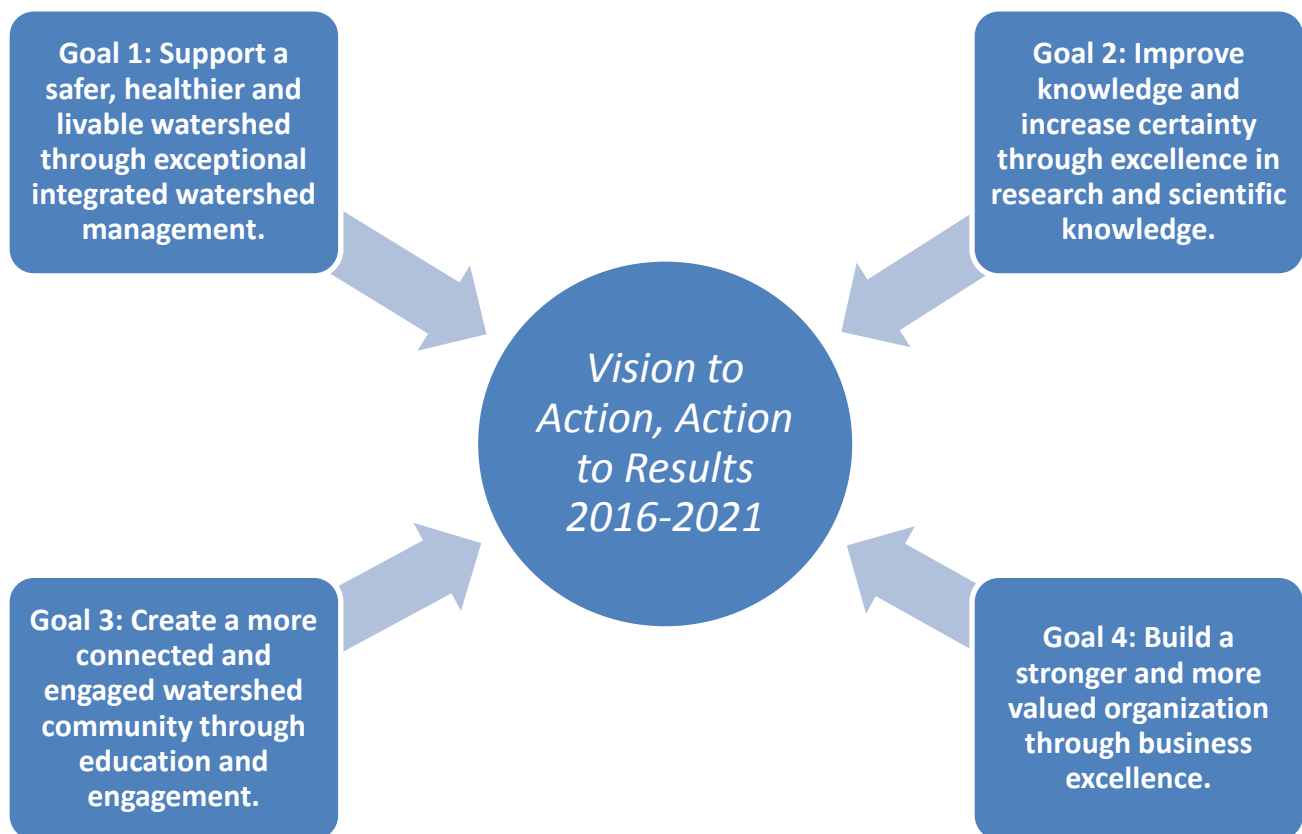
A total of 21 rivers and streams with a combined length of almost 100 km drain the 793 km² of the Regional Municipality of Durham located within the Lake Simcoe watershed. The municipality has 17.5 kilometers of shoreline along Lake Simcoe located in the Township of Brock (6% of the entire Lake Simcoe shoreline). Agriculture is the primary land use within the Region’s portion of the Lake Simcoe watershed at 51% of the total area followed by natural heritage features (wetlands, forests, and grasslands) at 41% and urban areas at 5%. The remaining 3% is comprised of aggregate resources and recreation lands (golf courses).



3.0 *Vision to Action, Action to Results 2016-2021*

The Regional Municipality of Durham has been a valued member of the Lake Simcoe Region Conservation Authority since 1971. The partnership continues to provide significant benefits to watershed residents made possible through the funding support that the Authority receives especially from its municipal partners. In 2016 the Authority celebrated its 65th year in operation with the release of a new five year Strategic Plan entitled *Vision to Action, Action to Results 2016-2021*. The plan was developed after extensive consultations with our partners to where possible better align our business areas to the needs of our municipalities and provide greater value. 42 Strategic priority actions were developed and to date we have completed 71% of these actions.

Vision to Action, Action to Results contains four key goals:



For a more complete review of the LSRCA programs and services please visit our website at www.lsrca.on.ca . The LSRCA 2018 Annual Report is now available on-line and a final audited statement will be provided by the end of April.

**Lake Simcoe Region C.A.
2019 Preliminary Budget Review**

Schedule 1 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR OPERATIONS (2019-2023)

OPERATIONS BUDGET	2018 Actual		2019 Request		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Region's Cost	Total Costs	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
LAKE SIMCOE REGION C.A.												
Program Operations	237,756	3,777,596	233,967	3,777,596	234,123	3,898,497	241,381	4,019,350	248,864	4,143,950	256,579	4,272,412
Other Programs												
Assessment Growth (CVA)	(7,685)		(7,380)									
Economic Adjustment (Base)	3,896		7,536	120,901	7,258	120,853	7,483	124,600	7,715	128,462	7,954	132,445
Budget Request per Guideline	233,967	3,777,596	234,123	3,898,497	241,381	4,019,350	248,864	4,143,950	256,579	4,272,412	264,533	4,404,857

Schedule 3 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Operating Levy (2019-2023)

Special Operating Levy	2018 Actual		2019 Request		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Region's Cost	Approved by Region	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
LAKE SIMCOE REGION C.A.												
Wages & Benefits	15,405	15,405	15,405	204,915	15,696	204,915	16,183	211,267	16,684	217,817	17,202	224,569
Ed Centre - Operations	6,037	6,037	6,037	66,093	6,151	66,093	6,342	68,142	6,538	70,254	6,741	72,432
Strategic Initiative			214	4,767	221	2,758	228	2,823	235	2,910	242	3,000
Economic Adjustment (Base)			404	0	684	8,549	705	8,752	727	9,021	750	9,300
Budget Request per Guideline	21,442	21,442	22,060	275,775	22,752	282,315	23,458	290,984	24,184	300,002	24,935	309,301

**Lake Simcoe Region C.A.
2019 Preliminary Budget Review**

Schedule 2 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR Special Benefitting Levy (2019-2023)

Special Benefitting Levy	2018 Actual		2019 Request		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
LAKE SIMCOE REGION C.A.												
Special Benefitting Levy	463,282	3,777,596	471,136	3,913,301	474,483	4,057,433	494,163	4,201,424	514,184	4,349,300	532,227	4,501,155
Assessment Growth(CVA)			(1,951)		-		-		-		-	
Economic Adjustment (Base)	7,854		5,298		19,680		20,021		18,043		18,527	
Budget Request per Guideline	471,136	3,777,596	474,483	3,913,301	494,163	4,057,433	514,184	4,201,424	532,227	4,349,300	550,754	4,501,155

Schedule 4 - DURHAM REGION PROPOSED 5-YEAR BUDGET FOR One-Time Requests (2019-2023)

One-Time Requests	2018 Actual		2019 Request		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
LAKE SIMCOE REGION C.A.												
Infrastructure Maintenance for Scanlon Creek Operations Centre												
Scanlon Creek Operations Centre Renovation Project	39,162	601,571										
Budget Request per Guideline	39,162	601,571	-	-	-	-	-	-	-	-	-	-

LAKE SIMCOE REGION CONSERVATION AUTHORITY - Schedule 5

SPECIAL BENEFITTING LEVY		2018 Harmonized Budget	2019 Proposed Budget		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast	
			Request to Region	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost	Region's Cost	Total Cost
WATERSHED STUDIES AND STRATEGIES	Sustainable Development	28,648	29,205	341,857	29,673	347,327	30,147	352,884	30,630	358,530	31,120	364,267
	Climate Change	21,395	21,609	185,351	21,955	188,317	22,306	191,330	22,663	194,391	23,025	197,501
	Watershed Subwatershed Planning	61,149	62,782	403,589	63,786	410,046	64,807	416,607	65,844	423,273	66,897	430,045
	Total Watershed Studies and Strategies	111,192	113,596	930,797	115,414	945,690	117,260	960,821	119,136	976,194	121,043	991,813
WATER RISK MANAGEMENT	Flood Management and Warning											
	Natural Hazard Mapping	20,390	18,590	108,956	19,062	110,699	19,367	112,470	19,675	114,270	19,986	116,098
	Forecasting and Warning	7,698	7,775	183,013	7,899	185,941	8,024	188,916	8,152	191,939	8,283	195,010
	Water Management/Restoration											
	Assistance Program	51,087	51,598	302,036	52,423	306,869	53,262	311,779	54,114	316,767	54,980	321,836
	Water Science and Monitoring											
	Groundwater	6,470	6,430	106,770	6,533	108,479	6,637	110,214	6,744	111,978	6,852	113,769
	Riverflow	7,905	7,880	130,852	8,006	132,945	8,134	135,073	8,264	137,234	8,397	139,429
Stormwater Performance	2,365	2,375	39,454	2,413	40,085	2,452	40,727	2,491	41,378	2,531	42,040	
Total Water Risk Management	95,915	94,648	871,081	96,337	885,019	97,876	899,179	99,440	913,566	101,028	928,183	
ECOLOGICAL MANAGEMENT	Restoration and Regeneration											
	Assistance Program	124,353	125,817	738,801	127,830	750,622	129,876	762,632	131,954	774,834	134,065	787,231
	Ecosystem Science and Monitoring											
	Lake	9,409	9,324	154,830	9,473	157,308	9,625	159,825	9,779	162,382	9,935	164,980
	Tributary Biologic	11,094	10,988	182,462	11,164	185,381	11,342	188,347	11,524	191,361	11,708	194,423
	Tributary Water Quality	5,817	5,900	97,989	5,995	99,556	6,091	101,149	6,188	102,768	6,287	104,412
	Natural Heritage Mapping	6,997	6,862	113,886	6,972	115,708	7,083	117,559	7,197	119,440	7,312	121,351
Total Ecological Management	157,670	158,891	1,287,968	161,434	1,308,575	164,017	1,329,512	166,641	1,350,785	169,307	1,372,397	
GREENSPACE SERVICES	Management											
	Maintenance and Development	69,647	70,343	292,216	71,469	296,892	72,612	301,642	73,774	306,468	74,955	311,372
	Total Greenspace Services	69,647	70,343	292,216	71,469	296,892	72,612	301,642	73,774	306,468	74,955	311,372
CORPORATE	Governance											
	Lake Simcoe Protection Plan	15,429	15,522	257,763	15,771	264,079	16,023	268,304	16,279	272,597	16,540	276,958
	Conservation Authorities Moraine Coalition	5,000	0	10,000	2,500	10,000	5,000	10,000	5,000	10,000	5,000	10,000
	Information Management											
	Program Information Management	10,672	11,052	187,745	11,228	192,345	11,408	195,422	11,591	198,549	11,776	201,726
	Facility Management											
Asset Management - Vehicles and Equipment Maintenance	5,611	5,718	34,198	5,810	35,035	5,903	35,596	5,997	36,166	6,093	36,744	
Total Corporate	36,712	32,292	489,706	35,309	501,459	38,334	509,322	38,867	517,312	39,409	525,429	
TOTAL CAPITAL		471,136	469,772	3,871,769	479,962	3,937,634	490,099	4,000,477	497,859	4,064,324	505,742	4,129,193
	Strategic Initiatives		4,711	41,533	9,456	80,666	14,398	121,240	19,540	163,254	24,862	206,747
	Asset Management		0	0	4,745	39,133	9,686	79,707	14,828	121,722	20,151	165,215
			4,711	41,533	14,201	119,799	24,084	200,947	34,368	284,976	45,012	371,962
TOTAL CAPITAL INCLUDING STRATEGIC INITIATIVES AND ASSET MANAGEMENT			474,483	3,913,301	494,163	4,057,433	514,184	4,201,424	532,227	4,349,300	550,754	4,501,155

Regional Land Securement	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Regional Land Securement	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

PROGRAM SUMMARY



2019 Business Plan

Durham Regional Police Service

By Program (\$,000's)	2018		2019		
	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Community Policing	73,861	76,534	77,304	1,178	78,482
2 Serious & Organized Crime	35,159	37,222	37,718	366	38,084
3 Patrol Support	6,661	8,091	8,151	-	8,151
4 Operational Support	15,226	14,767	15,376	-	15,376
5 NextGen Common Communications Platform	999	986	1,049	-	1,049
6 Administrative Support	28,140	21,694	24,248	223	24,471
7 Business Services	16,188	17,950	19,106	-	19,106
8 Executive Branch	4,107	4,169	4,195	-	4,195
9 Police Services Board	572	570	585	-	585
10 Headquarters Shared Cost	1,643	1,643	1,664	-	1,664
Net Operating Program Expenses	182,556	183,626	189,396	1,767	191,163
11 Contribution To The Helicopter Reserve	150	150	150	-	150
12 Debt Service	11,502	11,500	11,500	-	11,500
13 Tangible Capital Assets					
New	1,139	205	-	104	104
Replacement	3,569	3,435	3,756	-	3,756
Contribution from Reserve / Reserve Fund	-	-	-	(60)	(60)
Tangible Capital Assets Subtotal	4,708	3,640	3,756	44	3,800
Net Program Expenses	198,916	198,916	204,802	1,811	206,613
Summary of Increase (Decrease)			\$5,886	2.96%	\$7,697
					3.87%



2019 Business Plan

Durham Regional Police Service

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	4,533	Economic Increases
Salaries & Benefits	237	Annualization - 4 Positions
Operating Expenses	1,279	Higher maintenance (vehicles & buildings) costs, increased recruitment volumes (uniforms & consulting costs), slightly offset by savings in communication (cellular) costs
Tangible Capital Assets - New & Replacement	141	Increased requirements
Reserves	(95)	Increased contribution from the Helicopter Reserve to fund higher operating costs
Revenues / Recoveries	(209)	Higher criminal information request revenues and 911 staffing recoveries, partly offset by lower anticipated funding for Court Security and Prisoner Transport
	5,886	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Durham Regional Police Service

Program Changes for 2019 Budget

\$000's

PERSONNEL STRENGTH

Authorized strength has not increased significantly since 2011. While the 2015 budget included a reduction of 2 civilian positions, the 2018 budget included a minor increase of 4 authorized positions (2 uniform, 2 civilian). The 2019 budget includes modest growth in frontline and investigative staffing required to sustain the level of services required by the communities served.

Total 2019 Police Authorized Strength will increase to 904 (from 878), representing the addition of 20 positions for Frontline patrol, 5 Investigative positions to support the new Human Trafficking Unit and 1 Staff Sergeant to lead the Continuous Improvement Unit.

Total 2019 Civilian Full Time Equivalents (FTE's) will increase to 368.1 representing 307 (from 306) full time members, plus the equivalent of 61.1 FTE's (from 72.5) in part-time support.

Program 1 - Community Policing	1,178
---------------------------------------	--------------

- ♦ Divisions - (20 Full Time): Addition of 20 frontline Constable positions, that are required to ensure service levels continue to meet the demands from the community. (Effective July 1, 2019 / Annualized Cost is \$2.53m)
1,178

Program 2 - Serious & Organized Crime	366
--	------------

- ♦ Investigative Services - (5 Full Time): Addition of 1 Detective and 4 Detective Constable positions, and related material and supplies, to support the development of the Human Trafficking Unit. In 2018, the Service created a Human Trafficking Unit, by taking positions from Fraud, Robbery & Intelligence. The requested positions would be used to replenish these Units. Figure includes related materials and supplies and includes a Provincial Investment. Related capital is included in Program 13 - Tangible Capital Assets. (Effective July 1, 2019 / Annualized Cost is \$712k)
366

Program 4 - Operational Support	-
--	----------

- ♦ Communications - (5 Full Time): To support the Communications/911 function, ensuring service delivery levels are maintained and that the Unit is prepared to begin to receive and respond to text calls by 2020. (Effective July 1, 2019 / Annualized Cost \$603k)
309
- ♦ Communications - 911 Management Board funding to support the additional 5 full time Communicators
(309)

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Durham Regional Police Service

Program 6 - Administrative Support	223
<ul style="list-style-type: none"> <li style="margin-bottom: 10px;">♦ Continuous Improvement Unit - (2 Full Time): To move the current continuous improvement project to a formal unit with dedicated staffing and resources. Includes 2 full time staff (Program Leader - 1 Staff Sergeant, 1 IT Developer - Civilian), materials, supplies & computer related capital, included in Program 13 - Tangible Capital Assets. (Effective July 1, 2019 / Annualized Cost is \$316k) 	201
<ul style="list-style-type: none"> <li style="margin-bottom: 10px;">♦ Information Technology - (Part Time - 2 students): to support the annual rollout of computer equipment as part of the Unit's capital replacement program. 	22
<ul style="list-style-type: none"> <li style="margin-bottom: 10px;">♦ Reduction in external legal services due to services being provided by the Region's Corporate Services - Legal Services division 	(228)
<ul style="list-style-type: none"> ♦ Legal services charge from a related entity for a Senior Solicitor 	228
Program 13 - Tangible Capital Assets	44
<ul style="list-style-type: none"> <li style="margin-bottom: 10px;">♦ Investigative Services - Computer and equipment related capital for the 5 new full time staff. 	47
<ul style="list-style-type: none"> <li style="margin-bottom: 10px;">♦ Forensic Investigative Services - 1 Forensic Light Source Laser to allow investigative units advanced capability for the collection of evidence. 	53
<ul style="list-style-type: none"> <li style="margin-bottom: 10px;">♦ Continuous Improvement Unit - Computer related capital for the 2 new full-time staff. 	4
<ul style="list-style-type: none"> ♦ Reserve Contribution for capital expenditures 	(60)
Total Program Changes for 2019	<u>1,811</u>



2019 Business Plan

Durham Region
Transit

Major Services and Activities

Value for customers

- Create value for transit customers
- ◆ Modernize DRT's website, the main window of DRT's electronic platforms
- ◆ Make navigating the DRT network more obvious (information, wayfinding, DRT and PULSE brands)
- ◆ Disseminate information, and propose ridership incentive initiatives
- ◆ Leverage PRESTO's convenience and functionalities (in support of transit use, mobility integration)
- ◆ Keep improving the bus stop environment (safety, accessibility, comfort, cleanliness)
- ◆ Monitor, publish and increase on-time performance (reliability being transit's best selling feature)
- ◆ Refresh DRT's Service Strategy (focus on high-order transit, Regional growth, innovations like OnDemand)

Effectiveness in delivery

- Enhance effectiveness at delivering transit services
- ◆ Focus and prioritize safety as the fabric of our organizational culture
- ◆ Continue cyclical training in customer service excellence and inclusiveness
- ◆ Strengthen employee engagement and internal communications
- ◆ Specify design requirements for DRT's new garage and start planning with a new division
- ◆ Keep honing our ability to deliver the services that have been planned (care of the fleet, recovery from incidents)
- ◆ Continue to remove barriers to accessibility (improving processes, preserving effective use of resources)
- ◆ Align with and measure against performance targets and standards

Financial efficiencies

- Identify, pursue and achieve financial efficiencies
- ◆ Strive for sustained fare revenue to protect our revenue-cost ratio (strategic at low-income, fare integration)
- ◆ Strategically invest in required PRESTO and other fare collection equipment (open payment)
- ◆ Refine the asset plan to sustain needed and timely growth
- ◆ Continue to replace our fleet and shape its composition (route productivity, energy efficiency, maintenance costs)
- ◆ Keep harmonizing service planning, delivery and administrative processes
- ◆ Pursue external funding sources



2019 Business Plan

**Durham Region
Transit**

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

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

Key Deliverables **Responsibility - Lead**

- ◆ Provide quality transit alternatives for healthy lifestyles.

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

Key Deliverables **Responsibility - Co-Lead**

- ◆ Develop strategies to implement the objectives outlined in the Transportation Master Plan and the Transit Service Strategy.

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

Key Deliverables **Responsibility - Co-Lead**

- ◆ Incorporate asset replacement principles that are based on long term sustainability.

Strategic Goals

Goal	Description	Responsibility - Support
A.1	Propel the business and investment climate forward in Durham Region to enable more local employment.	
B.3	Cultivate strong, safe and secure communities and healthy workplaces.	
B.4	Enhance our inclusive and welcoming communities to meet the evolving needs of youth, seniors and newcomers.	
B.6	Boost our efforts to reduce health inequities by addressing the social determinants of health, including poverty.	
B.7	Celebrate cultural diversity, heritage, the arts and our unique histories to strengthen local neighbourhoods and community cohesion.	
C.1	Invest in efforts to mitigate and adapt to climate change to build resiliency across the Region.	
D.1	Deliver Regional services in a financially prudent and sustainable manner.	
D.2	Foster awareness of the programs and services provided by the Region.	
D.3	Improve communications and collaboration across the Region and in particular with local municipalities.	
D.4	Promote a culture of openness and encourage public engagement in governance and decision making.	
D.5	Demonstrate accountability and transparency by measuring performance and reporting on results.	
D.6	Invest in the organization by attracting and retaining a skilled and diverse workforce.	
D.7	Focus resources on continuous improvement and innovation.	

PROGRAM SUMMARY

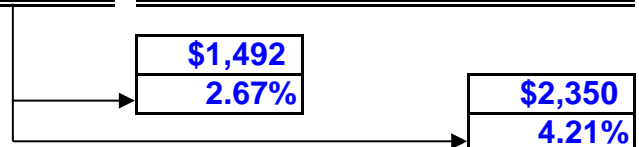


2019 Business Plan

Durham Region Transit

By Program	2018		2019		
(\$,000's)	Estimated	Approved	Base	Program	Approved
	Actuals	Budget	Budget	Change	Budget
<u>Expense Programs</u>	\$	\$	\$	\$	\$
Operating:					
1 Administration	11,954	12,110	12,524	487	13,011
2 Operations	40,269	41,316	43,018	(142)	42,876
3 Maintenance - Equipment	21,599	20,989	20,963	772	21,735
4 Specialized Service	6,356	6,595	6,583	203	6,786
5 Northern Service	1,278	1,556	1,595	80	1,675
6 Facilities Management	2,342	2,154	2,023	155	2,178
7 Debt Service	1,036	1,036	1,034	-	1,034
8 Headquarters Shared Cost	69	69	63	8	71
Operating Subtotal	84,903	85,825	87,803	1,563	89,366
9 Bus Rapid Transit	155	157	163	-	163
Tangible Capital Assets:					
10 New	1,259	1,259	-	1,223	1,223
11 Replacement	19	19	67	147	214
Tangible Capital Assets Subtotal	1,278	1,278	67	1,370	1,437
Total Program Expenses	86,336	87,260	88,033	2,933	90,966
Revenue Programs					
Fares	(21,198)	(21,698)	(21,803)	48	(21,755)
U-Pass	(5,831)	(5,698)	(5,698)	(692)	(6,390)
Provincial Gas Tax	(2,011)	(2,011)	(1,611)	(978)	(2,589)
Advertising	(1,671)	(1,671)	(1,247)	(33)	(1,280)
Other	(29)	(32)	(32)	-	(32)
ODSP Discount Pass	(350)	(350)	(350)	-	(350)
Contribution from Reserve / Reserve Fund	-	-	-	(420)	(420)
Total Revenue Programs	(31,090)	(31,460)	(30,741)	(2,075)	(32,816)
Net Program Expenses	55,246	55,800	57,292	858	58,150

Summary of Increase (Decrease)



PROGRAM SUMMARY



2019 Business Plan

Durham Region Transit

Summary of Base Budget Changes

	\$	Comments
Salaries & Benefits	(17)	Economic adjustments
Salaries & Benefits	186	Annualization - 3 positions
Salaries & Benefits	68	Remove one-time gapping
Operating Expenses	(20)	Remove one-time items
Operating Expenses	1,643	Inflationary increases - fuel, contracted services, other
Operating Expenses	(6)	Headquarters shared cost
Major Repairs - Vehicles	(400)	Remove one-time item
Minor Assets & Equipment/Major Repairs & Renovations	(123)	Remove one-time items
Operating Expenses	653	Annualization - 2018 route adjustments
Tangible Capital Assets - New/Replacement	(1,211)	Remove one-time items
Fare Revenue	(105)	Annualization - 2018 route adjustments
Provincial Gas Tax	400	One-time funding of Major Repairs removed
Advertising Revenue	424	Removal of one-time payment and contract adjustments
	1,492	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Durham Region Transit

(\$,000's)

Administration

<ul style="list-style-type: none"> ◆ New position: 1 Coordinator, Technology Solutions, effective July 1, 2019, in response to rapidly expanding workload requirements as a result of new PRESTO, INIT, and Trapeze demands; to ensure continuity of operations in the event of technological disruptions that will impact crucial operations; and to ensure technology solutions are suitable to DRT while maintaining close cooperation with other agencies to ensure interoperability. (Annualized cost is \$110k) ◆ Increase in transit retiree benefits based on historical actuals and forecasted requirements. ◆ Increase in Hardware-Software Maintenance costs including: INIT cellular costs (\$38k), Trapeze PASS Maintenance related costs (\$40k), savings on maintenance and operating costs for PRESTO devices on Specialized vehicles to re-align estimates against actual number of vehicles purchased in previous year (\$-22k) ,and increase in other needs based on forecasted requirements (\$12k). ◆ Increase in PRESTO transaction fees based on agreement with Metrolinx. ◆ Increase to Minor Assets & Equipment costs, including an optical screener for safety and training unit (\$6k), camera tripod/DLSR/LAV Mic (\$1k) for marketing and communications, PRESTO Portable Sales Devices (\$6k), and Wi-Fi units for Operations Supervisors (\$1k). ◆ Various adjustments based on historical actuals and forecasted requirements. 	<p>55</p> <p>188</p> <p>68</p> <p>190</p> <p>14</p> <p>(28)</p> <hr style="border: 0.5px solid black;"/> <p>487</p>
--	---

Operations

<ul style="list-style-type: none"> ◆ New Positions: 6 Conventional Operators converted from temporary staffing as per amendment to collective agreement with UNIFOR, Local 222 (\$565k). Offset by decrease in Temporary Staffing & Benefits required as a result of conversion (-\$511k). ◆ New Positions: 3 Conventional Operators, effective July 1, 2019, as part of the service plan adjustments as detailed in Table 1 below. (Annualized cost is \$284k) ◆ Full-Time Gapping to align with recent actuals related to Conventional Operator vacancies and leaves of absences. ◆ Increase to Workplace Safety and Insurance (WSI) Compensation Costs to reflect actuals. ◆ Increase to Part Time Staffing & Benefits (\$113k), decrease to Statutory Holiday Premiums (\$-17k) and Overtime (\$-62k) as part of the service plan adjustments as detailed in Table 1 below. ◆ Various Personnel adjustments based on historical actuals and forecasted requirements. ◆ Increase to Professional, Tech, Consulting for recruitment tools to increase efficiency in hiring of new Conventional Operators. ◆ Decrease to GO Local Fare Agreement expenses to align with ridership forecasts. ◆ Increase in Transit Bus Contract due to service plan adjustments as detailed in Table 1 below. ◆ Various adjustments based on historical actuals and forecasted requirements. 	<p>54</p> <p>142</p> <p>(400)</p> <p>109</p> <p>34</p> <p>(23)</p> <p>20</p> <p>(127)</p> <p>57</p> <p>(8)</p> <hr style="border: 0.5px solid black;"/> <p>(142)</p>
---	--

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Durham Region Transit

(\$,000's)

Operations (Continued)

Table 1

Summary of DRT 2019 Service Plan Adjustments (\$,000's)					
	<u>West</u>	<u>Central</u>	<u>East</u>	<u>North</u>	<u>Total</u>
<u>Operations</u>					
Full time Operators Wages & Benefits			142	47	189
Part time Operators Wages & Benefits	26		87	(19)	94
Overtime & Premiums	(41)		(38)		(79)
Service Contracts		57		(11)	46
<u>Maintenance</u>					
Overtime & Premiums	1		11		12
Fuel	2	27	32	28	89
Auto Materials & Supplies & Leased Tires	3	1	47	50	101
Total Expenses	(9)	85	281	95	452
Farebox Revenue	(58)	(113)	(70)	(17)	(258)
Net Cost	(67)	(28)	211	78	194

Maintenance - Equipment

- ◆ New position: 1 Swing Supervisor, effective July 1, 2019, to meet an increased level of responsibility for Maintenance Supervisors as a result of the growing fleet, as well as new legislation on equipment pre-starts, inspections, and records retention. The position will address the current lack of availability of supervisors during all shop hours. (Annualized cost is \$144k) 72
 - ◆ One time temporary staffing increase to support backfill of management staff engaged in special work assignment (\$133k), net of reduction to on-going temporary and part time staffing based on anticipated requirements (-\$278k). (145)
 - ◆ Various Personnel adjustments based on historical actuals and forecasted requirements. 56
 - ◆ Increase in Overtime (\$12k), Vehicle Gas & Diesel (\$61k), Auto Materials & Supplies (\$49k), and Leased Tires (\$2k) as part of the service plan adjustments as detailed in Table 1 above. 124
 - ◆ Decrease to Vehicle Gas & Diesel based on increased fuel efficiency estimates. (367)
 - ◆ Minor Assets & Equipment including cordless drills/impact guns (\$12k) and hoist beams (\$6k). 18
 - ◆ Increase in Major Vehicle Repairs. DRT fleet requires significant engine and transmission repairs and replacements due to vehicles approaching end of life and mid-life refurbishment to maintain a consistent high level of service. 980
 - ◆ Various adjustments based on historical actuals and forecasted requirements. 34
-
- 772**

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Durham Region Transit

(\$,000's)

Specialized Service

♦ Increase in Part Time Salaries and Benefits as a result of forecasted requirements to maximize efficiency of fleet and continue reducing waitlist for day programs and unaccommodated trips.	102
♦ Increase to Professional, Technical and Consulting to initiate two-year specialized transit eligibility reviews based on passenger abilities to maximize integrated transit delivery model.	100
♦ Various adjustments based on projected actuals and forecasted requirements.	1
	203

Northern Service

♦ New Position: 1 Specialized Services Operator, effective July 1, 2019, as part of the service plan adjustments as detailed in Table 1 above. (Annualized cost is \$94k)	47
♦ Decrease to Part Time Salary and Benefits as part of the service plan adjustments as detailed in Table 1 above.	(19)
♦ Increase to DRT Contracted Taxis (\$2k), Vehicle Gas & Diesel (\$28k), Auto Materials & Supplies (\$50k), and decrease to Transit Bus Contracts (-\$13k) as part of the service plan adjustments as detailed in Table 1 above.	67
♦ Decrease to Vehicle Gas & Diesel based on increased fuel efficiency estimates.	(15)
	80

Facilities Management

♦ Increase to Building Site Salt & Snow Removal as a result of Raleigh expansion.	109
♦ Increase to Major Building Renovations for covered storage for tires and garbage bin enclosure (\$6k), hose bibs for service bay and drive through area (\$12k), and increase to Building Maintenance for upkeep/painting of interior and exterior of Westney Facility (\$20k).	38
♦ Adjustments to various accounts to reflect historical actuals and forecasted requirements.	8
	155

Headquarters Shared Cost

♦ Transit's share of costs related to the operation and maintenance of Regional Headquarters.	8
	8

Tangible Capital Assets

New:

♦ Refer to TCA New Schedule for further details.	39
♦ Major Capital - property tax financing - see TCA New Schedule.	1,184

Replacement

♦ Refer to TCA Replacement Schedule for further details.	147
	1,370

Total Expense Programs

2,933

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Durham Region Transit

(\$,000's)

Fares

♦ Annualization of 2018 fare increase.	(48)
♦ Proposed fare increase effective May 1, 2019.	(128)
♦ Impact of shifts in fare media used by customers.	482
♦ 2019 service plan adjustments revenue impacts as detailed in Table 1.	(258)
	48

U-Pass

♦ Annualization of 2018 U-Pass rate increase.	(188)
♦ Enrolment increase at Durham College, University of Ontario Institute of Technology, and Trent University.	(424)
♦ Rate increase to \$139 from \$135 effective September 1, 2019.	(80)
	(692)

Provincial Gas Tax

♦ One-time Provincial Gas Tax allocation from Capital to address significant engine/transmission repairs/replacements due to vehicles approaching end of life and mid-life refurbishment to maintain a consistent high level of service.	(978)
	(978)

Advertising

♦ Increase to Advertising Revenue based on anticipated increase in advertising shelters.	(33)
	(33)

Recovery from Reserve/Reserve Fund

♦ Contribution from Reserve Fund for transit retiree benefits pertaining to legal settlement.	(420)
	(420)

Total Revenue/Recovery Programs

(2,075)

Total Program Changes 858



2019 Business Plan

Durham Regional Local
Housing Corporation

Major Services & Activities

Public Housing

- ◆ Provide effective property management services for 1,275 units at 23 sites.
- ◆ Undertake tenant selection and placement, income verification, rent calculation and rent collection activities.
- ◆ Undertake preventative and restorative property maintenance activities.
- ◆ Undertake strategic asset management through capital planning.
- ◆ Address accessibility issues in accordance with legislation.
- ◆ Implement green initiatives where possible through capital expenditure plans.

Affordable Housing

- ◆ Provide effective property management services for 17 units at 2 sites.
- ◆ Undertake tenant selection and placement, income verification, rent calculation and rent collection activities.
- ◆ Undertake preventative and restorative property maintenance activities.
- ◆ Undertake strategic asset management through capital planning.
- ◆ Address accessibility issues in accordance with legislation.
- ◆ Implement green initiatives where possible through capital expenditure plans.

PROGRAM SUMMARY

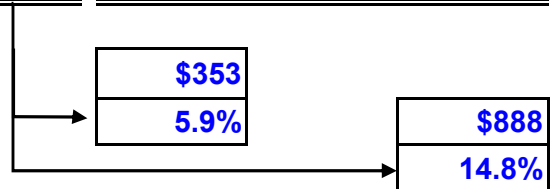


2019 Business Plan

Durham Regional Local Housing Corporation

BY PROGRAM	2018		2019		
(\$,000's)	Estimated Actuals	Approved Budget	Base Budget	Program Change	Approved Budget
Expense Programs	\$	\$	\$	\$	\$
Operating:					
1 Public Housing	6,169	3,845	4,198	-	4,198
2 Affordable Housing	6	6	6	-	6
Operating Subtotal	6,175	3,851	4,204	-	4,204
Tangible Capital Assets:					
3 Replacement	5,905	5,459	2,140	580	2,720
3 Provincial / Federal funding (SHAIP)	(3,765)	(3,319)	-	-	-
3 AHP Capital Reserve Funding	-	-	-	(45)	(45)
Tangible Capital Assets Subtotal	2,140	2,140	2,140	535	2,675
Total Program Expenses	8,315	5,991	6,344	535	6,879

Summary of Increase



Summary of Budget Changes

	\$	Comments
Purchased Services from Durham Region	88	Economic increases
Operating Expenses	190	Inflationary increases
Rental Revenue	75	Reduction
	353	

EXPLANATION OF PROGRAM CHANGES



2019 Program Changes

Durham Regional Local Housing Corporation

(\$,000's)

Tangible Capital Assets

- ◆ Increase in Tangible Capital Assets - Replacement (Refer to Schedule) 580
- ◆ Affordable Housing Program (AHP) Capital Reserve Funding (45)

Total Program Changes 535

PROGRAM SUMMARY



2019 Business Plan

Provincial Download Services

By Program	2018		2019		
(\$,000's)	Estimated Actuals	Restated Budget	Base Budget	Program Change	Approved Budget
	\$	\$	\$	\$	\$
Expense Programs					
Social and Affordable Housing:					
1 Provider Payments	32,478	31,253	34,570	-	34,570
2 Commercial Rent Supplement	2,825	2,861	2,863	-	2,863
3 Durham Region Rent Supplement	72	250	250	-	250
4 Strong Communities Rent Supplement	-	-	-	-	-
5 Capital Provision	1,450	1,450	1,450	-	1,450
6 Technical Audits	106	106	106	-	106
Subtotal	36,931	35,920	39,239	-	39,239
7 Rent Supplement Direct Delivery	-	-	-	-	-
8 Rent Supplement and Housing Allowance Shared Delivery	-	-	-	-	-
9 Social Housing Apartment Improvement Program (SHAIP)	-	-	-	-	-
10 Rental Housing	-	-	-	-	-
11 Home Ownership	-	-	-	-	-
Subtotal	-	-	-	-	-
Social and Affordable Housing Total	36,931	35,920	39,239	-	39,239
Other Services:					
12 Property Assessment	8,503	8,503	8,761	-	8,761
13 Transit (GO)	3,580	3,580	3,580	-	3,580
14 Municipal Performance Measurement Program	149	150	152	-	152
Other Services Total	12,232	12,233	12,493	-	12,493
Net Program Expenses	49,163	48,153	51,732	-	51,732

Summary of Increase (Decrease)

\$3,579	7.43%	\$3,579
7.43%		7.43%

PROGRAM SUMMARY



2019 Business Plan

Provincial Download Services

Summary of Base Budget Changes

	\$	Comments
Social Housing Provider Payments & Related Costs	3,319	Provincially prescribed
Property Assessment	258	Inflationary increase
Performance Measurement	2	Inflationary increase
	<u>3,579</u>	